STATE OF IDAHO

DEPARTMENT OF ADMINISTRATION
INFORMATION TECHNOLOGY
STRATEGIC PLAN
FISCAL YEARS
2003-2006

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DEPARTMENT OF ADMINISTRATION OVERVIEW

INTRODUCTION

The Department of Administration (DoA) is the central administrative agency for Idaho State government. The Department of Administration is a client-oriented organization dedicated to providing quality, cost effective, administrative, technical, and support services to state agencies. It works in partnership with the Office of the Governor, the Idaho Legislature, and Idaho State agencies to put programs, policies and systems in place to ensure that state government is efficient, effective, and accountable. More information about DoA can be found on its home page at:

http://www2.state.id.us/adm

IDAHO DEPARTMENT OF ADMINISTRATION

GUIDING VALUES

The Department of Administration's primary goal is to deliver quality, dynamic support services to accommodate the ever-changing needs and requirements of each state government agency and to assist those agencies in performing their duties as well as possible while keeping their overhead costs at a minimum.

The department staff is dedicated to providing its customers leadership, expertise and value-added services within the scope of its assigned management functions.

To that end, its work is driven by five guiding values.

They are simple but serve as the foundation in meeting customer needs in a professional and satisfactory manner. They are:

IDAHO DEPARTMENT OF ADMINISTRATION

MISSION STATEMENT

The Department of Administration's Mission Statement is simple and succinct:

Serving Idaho citizens through effective services to their governmental agencies

Information technology (IT) is a major tool used to meet the goals of the Department of Administration in serving state agencies. The centralization of certain IT services within the DoA falls under its mandate "to deliver quality, dynamic support services to accommodate the ever-changing future needs and requirements of all Idaho state government agencies; and to assist those agencies in keeping their overhead costs at a minimum."

As in the private sector, the business of state government is always changing. To compete in the new economy, government at all levels must become more flexible, adaptable and innovative as well as more consumer-friendly, performance driven and accountable. The Department of Administration is striving to accomplish its stated mission with these parameters as guidance to the future, especially in the area of information technology.

IDAHO DEPARTMENT OF ADMINISTRATION

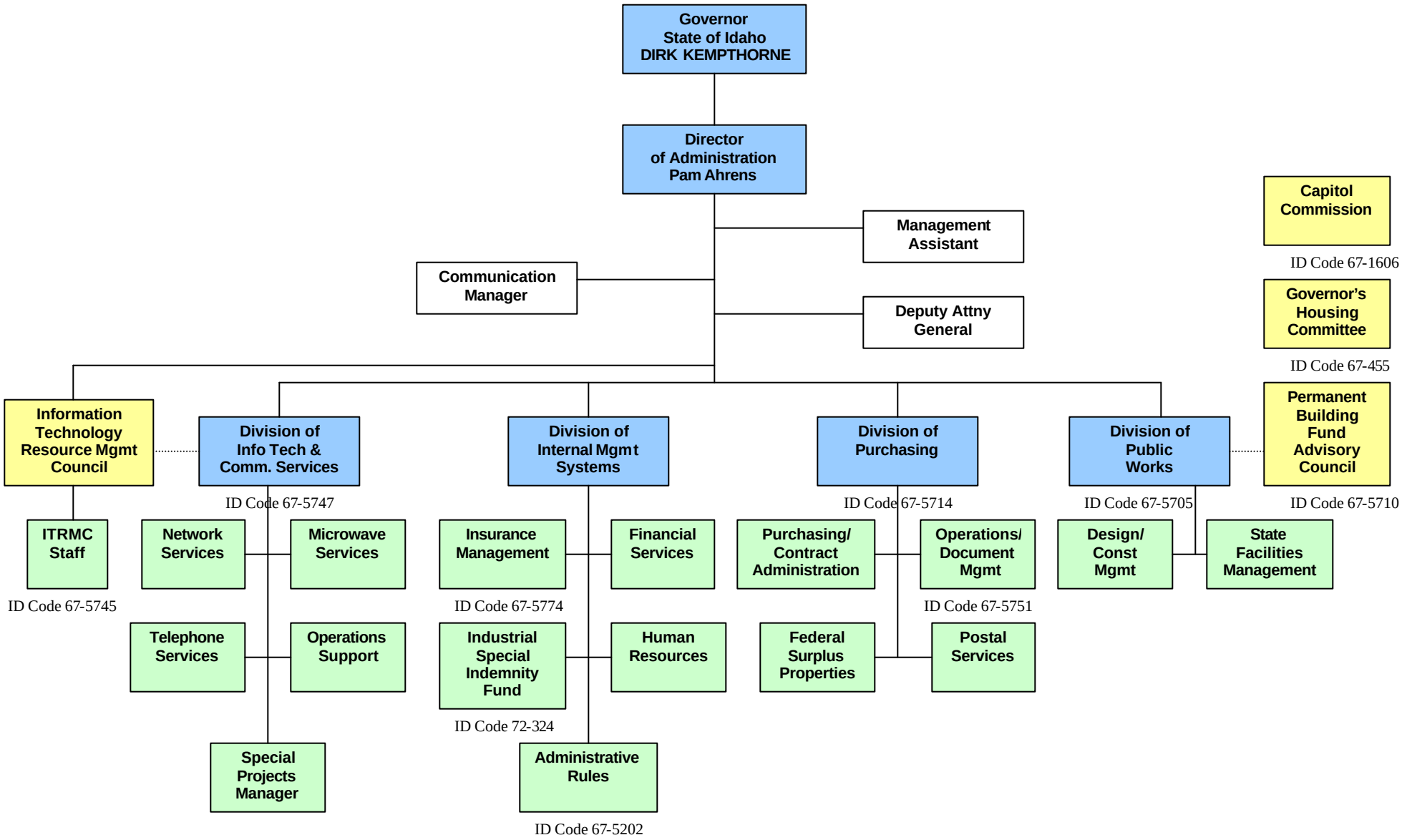
GOALS

1. As a lead agency for business management services, provide quality and accurate information to state leadership that enables sound oversight and effective decision-making resulting in timely implementation of state programs.

2. Using the tools of evolving technologies and through consultation and collaborative efforts, deliver quality, cost-effective support services to state agencies, which meet their ever-changing needs and business requirements.

3. Serve as a model for best business practices as demonstrated by a trained, informed, and motivated workforce bringing innovation to Idaho State Government operations.

STATE OF IDAHO
DEPARTMENT OF ADMINISTRATION



IT GUIDING PRINCIPLES

IT GUIDING PRINCIPLES

The Department of Administration strongly supports the State of Idaho's vision of using the power of information technology to achieve the State's business and management goals. In order to enhance our State's transition to world-class e-government services, we commit to ensure our information services are always customer driven and focused on meeting current and future business needs. Our long-term strategic plan goals, as outlined below, will enable us to fully tap into this power of information technology and achieve maximum results.

BUILD A VISIONARY CULTURE

We are a team of dedicated professionals who consistently strive to exceed the expectations of our customers and business partners. Over the next three years, our desire is to continue in this tradition of excellence and set the vision for centrally managed information technology products and services for the State of Idaho.

As visionaries, we will commit to be forward thinking and explore new frontiers of how we can apply technology to improve the business operations of our State's government. Through a culture of progressive thinking, we will continually strive to look beyond our customer's business requirements and implement state-of-the-art, cost-effective technologies to meet their needs. As information technology experts, we will fully embrace our responsibility to creatively implement innovative solutions to solve tomorrow's problems.

ESTABLISH OURSELVES AS A LEADER IN INFORMATION TECHNOLOGY

Through our pioneering efforts, we will work to assume a strong technology leadership role within the State of Idaho. As the leaders of the State's enterprise network services, our team will expand the horizons for the application of information technology by thinking of new ideas, perspectives, and products to save costs for all state agencies that can benefit from our services.

We will lead our state in this new century to become the leader of e-government security. Our team will continually focus on innovative methods to transform our state government culture to be more security conscious without stifling the creativity to meet business operational needs through the use of new technology. As we work hand-in-hand with our customers and business partners to manage risks on a daily basis, we will create a secure e-government. Our efforts will be respected, and Idaho will be a leader recognized by other states.

Collaboration between all state agencies is critical to the success of our state's e-government initiatives. We will work to be an active leader in encouraging collaboration between state entities, helping all of us to constantly remember that we share many of the same problems and goals and that solutions can be found through strong partnerships. Our collaborative efforts will expand beyond partnering with other state agencies; we will also work together with our citizens, business partners, and other external organizations to significantly improve our services.

PROVIDE RELIABLE ENTERPRISE-LEVEL SERVICES

The success of the State's e-government services is dependent upon the reliability of our information technology infrastructure. We must make progress in the next three years to offer true enterprise-level services. In order to support our customer's demand for access 24 hours a day, 7 days a week, 365 days a year, we will work diligently to minimize downtime, maximize security, and employ an appropriate disaster recovery capability. Our current infrastructure has numerous single points of failure and cannot adequately support the growing dependency of our citizens and state agencies. These single points of failure on our mission critical networks and systems will be eliminated through a structured redundancy plan. In order to provide true enterprise-level services, budget requests for our redundancy plan will need to be supported and approved.

We must also become more proactive to support the ever-expanding needs of our customers. As opposed to being reactive to our customer's needs, we will incessantly focus on ways to increase our capacity and capability in order to support future requirements. For instance, we will develop the ability to increase bandwidth capacity for the statewide network before we reach maximum utilization. We will also implement tools and techniques to improve the reliability of our core networks and systems. These concepts, along with other initiatives, will guarantee our ability to provide consistent enterprise-level services.

BECOME A MODEL FOR STATE AGENCIES

We fully comprehend the challenges that we face in order to achieve our goals and objectives within this strategic plan. We will work exhaustively to overcome challenges such as employee retention, budget constraints, technology non-interoperability, and other such obstacles. As a leader and visionary, we will be an agent of change in state government to create a model organization that recognizes the value of information technology and of the professionals that are required to implement this technology in order to take us to the next level of e-government services. Through unique efforts, we will create an environment that tackles our obstacles head on. Our success will be determined by our accomplishments, and we are confident that people will be "knocking at our door" to work alongside and be a part of our dynamic team.

Finally, we will engender an environment, which embraces change. Our new environment will include an atmosphere of leadership, an insistence on high quality, an enthusiasm (not just a willingness) to create change, and a progressive view of information technology as an enabler of the Department's and State's higher-level mission and goals.

STRATEGIC PLAN METHODOLOGY

STRATEGIC PLAN METHODOLODY

The Department of Administration (DoA) is tasked with providing numerous business management services to all Idaho State agencies. Included among these services is information technology assistance to those agencies and to the DoA's own divisions. This involves responsibility for the operations and maintenance of the infrastructures for the State's wide area network (WAN), data communications, microwave, and coordination of telephone services. This Strategic IT Plan outlines the specific IT goals, objectives, and strategies for the Department from FY 2003 through FY 2006. It was created to serve as a map and measuring device for the IT progress the DoA anticipates making over this three-year period. This plan directly supports the Department's written goals and mission.

Several methods of gathering information are used in the creation of this IT plan. These included reviewing the Department's Strategic Plan, its overall goals, mission statement, and guiding values; reviewing the Idaho Statutes pertaining to the DoA IT responsibilities, and the ITRMC policies; and conducting interviews of DoA division managers. The DoA plans to use revisions to the IT Strategic Plan to formulate and provide support for DoA IT budget requests.

This plan also addresses the IT support needs of other state agencies from the DoA. The DoA is responsible for the statewide WAN, and has jurisdiction over how state agencies may connect to it. Therefore, the DoA continually works closely with state agencies on their IT Plans and projects that may affect the WAN. From these contacts, areas of improvement for external services have been identified and included in this strategic plan and in the DoA budget requests.

This IT Strategic Plan is a working document. Revisions to this document will include information about the IT related plans and projects for all DoA divisions. Brief summaries of major long-term projects will be located in the "Major Project Initiatives" section. Shorter-term projects will be located in the "Division IT Goals" section.

INTERVIEWS:

To better assess the information technology needs of the DoA divisions, at least twice a year, Division Administrators or Division Managers will be interviewed to provide an update to existing IT goals, add new goals, and close completed goals. The managers will be asked about their current and future IT plans and goals and about their satisfaction with the IT services provided to them by DITCS. The IT needs identified by the DoA's division managers are addressed in this Strategic Plan's Major Project Initiatives and Division IT Goals sections. The goals are designed to meet the needs of DoA's internal divisions while also improving the services for our external customers.

Divisions interviewed: Information Technology and Communications Services, Division of Insurance Management, Division of Internal Management, Division of Public Works, Division of Purchasing, Industrial Special Indemnity Fund, Information Technology Resource Management Council staff.

INFORMATION TECHNOLOGY ENTITIES

THE DIVISION OF INFORMATION TECHNOLOGY AND COMMUNICATION SERVICES

Two entities within the Department of Administration are primarily involved with information technology. These are the Division of Information Technology and Communication Services (DITCS), and the Information Technology Resource Management Council (ITRMC) Staff. The Idaho Statutes, which provide for the establishment and responsibilities of both of these organizations, (67-5747, 67-5745, 67-5745 A, B, C) can be found on the State Legislature's Web site at:

http://www3.state.id.us/idstat/TOC/67057KTOC.html

In addition, the ITRMC implemented several policies and standards that pertain to DITCS. They can also be found on the ITRMC Web page:

http://www2.state.id.us/itrmc/index.htm

DITCS

DITCS is organized into four service areas and one support group. They are described below. More information about DITCS can be found on its home page:

http://www2.state.id.us/adm/infotech/index.htm

NETWORK SERVICES

Network Services oversees the State's computing connectivity needs by managing Idaho's statewide wide area network, the Capitol Mall Fiber Optic Network of Idaho (CMFONI) and state employees' access to the Internet.

IT INTERNAL SUPPORT

IT Internal Support administers the Department of Administration's internal network, email system, and provides IT end-user support to all department employees. We also provide IT support to small agencies, boards and commissions that do not have their own internal IT staff.

TELEPHONE SERVICES

Telephone Services coordinates the installation and configuration of telephone lines, systems and services throughout the state for all agencies. Staff also administers all statewide telephone services contracts, which include long distance, calling cards, toll-free calling, audio conferencing, language translation, payphones and cellular calling.

MICROWAVE SERVICES

Based throughout the state in six district offices, Microwave Services provides public safety radio services for all state agencies. Supported radio systems include the state's microwave backbone, which traverses 1,170 miles linking hundreds of radio repeaters and thousands of radio communications equipment.

OPERATIONS SUPPORT
Serves all work groups by providing: asset tracking, procurement, inventory control, logistics management, contract administration, fleet management, and state information line.

ITRMC

This Council was established by statute in 1996 and consists of 16 members representing executive agency leadership, higher education, K-12 education, elected officials, the Legislature, private industry and rural interests. More information can be found in the Appendix, and again, on the State Legislature's Web site at:

http://www3.state.id.us/idstat/TOC/67057KTOC.html

The Council is tasked with reviewing, evaluating and establishing information technology and telecommunications policies and systems for state agencies. Part of ITRMC's job is to develop and implement a comprehensive statewide information technology infrastructure to help ensure delivery of accurate and timely services for Idaho citizens. The ITRMC follows the philosophy of local control and central coordination.

ITRMC RESPONSIBILITIES:

- Create, oversee, and maintain a dynamic comprehensive IT resource management plan.
- Promote the development and diversification of Idaho's economy through the use of IT.
- Use IT to enhance government's capability to serve its citizens more responsively and cost effectively.
- Establish statewide IT and telecommunications standards, guidelines, and conventions.

ITRMC'S PURPOSE DEFINED BY IDAHO STATUTE 67-5745:
"The establishment of the information technology resource management council will facilitate a centralized approach to the acquisition and evaluation of necessary technical information and the informed development of a statewide strategic plan to ensure a coordinated approach to the design, procurement and implementation of information technology and telecommunications systems for both state government and the public."

The ITRMC Staff, which resides within the Department of Administration, performs the research, prepares the recommendations and the strategic plan that are presented to the Council for approval. The ITRMC Staff assists state agencies in effectively meeting their individual information technology needs. Staff members draw upon the IT technical expertise within state agencies in addition to giving guidance to state agencies on various IT issues.

MORE INFORMATION ABOUT THE ITRMC CAN BE FOUND AT THESE FOUR WEB PAGES:

http://www2.state.id.us/itrmc/index.htm	**(ITRMC home page)**
http://www2.state.id.us/itrmc/about/vision_mission.htm	**(vision and mission)**
http://www2.state.id.us/itrmc/statplan/policies.htm	**(ITRMC policies)**
http://www2.state.id.us/itrmc/standards.htm	**(ITRMC standards)**

MAJOR PROJECT INITIATIVES

ABSTRACT OF MAJOR PROJECT INITIATIVES

This section is designed to provide a brief summary of major long-term projects that have an existing extensive project plan. Detailed project information can be obtained for these initiatives from each of their respective project managers.

MICROWAVE MODERNIZATION

As the state has grown, so has its public safety communications systems. Currently, it occupies 86 sites, which support a microwave radio backbone of about 1,200 path miles and about 9,000 two-way subscriber radios. Furthermore, Idaho is in the midst of an eight-year modernization effort to upgrade the statewide microwave network to digital technology. This $14.5M effort is targeted for completion in 2006. The modernization effort will double existing capacity for public safety use, permit the creation of a digital broadcast television channel for Idaho Public Television, provide additional capacity to foster better delivery of services to Idaho's citizenry, bring the state closer to a seamless communication system, and better leverage the state's assets by reducing agency duplication. These systems, particularly the statewide microwave backbone, serve both state and federal agencies.

DIGITAL TRUNKED RADIO

The actions of the State of Idaho over the past ten years position the state to benefit from current and future opportunities that address the state's need for communications interoperability. Over the next 10 years, the State of Idaho intends to replace its co-located, conventional analog two-way radio systems with a modern digital trunked two-way radio system, thus creating a truly interoperable statewide, and regional, public safety trunked communications network. This network will serve the communication needs of federal, state, county, local and tribal emergency responders.

IDANET

Idaho Governor Dirk Kempthorne has endorsed the State's development of a Department of Administration project to establish a shared, statewide digital telecommunications infrastructure. The system will integrate the telecommunications needs of state agencies, institutions of higher education, K-12, and rural communities bringing broadband Internet connectivity to rural Idaho. The Governor's proposal includes a package of financial incentives that businesses and rural communities can use to make access/connectivity a reality for all Idaho citizens. The Department of Administration, together with other state agencies, and with the cooperation of private enterprise, has successfully bid several parts of the project and is anticipating completion of the network with services offered to end users by 2004.

DIVISION IT GOALS

DIVISION OF INFORMATION TECHNOLOGY AND COMMUNICATION SERVICES (DITCS)

MICROWAVE SERVICES

NETWORK SERVICES

OPERATIONS SUPPORT

TELEPHONE SERVICES

MICROWAVE SERVICES

GOAL: IMPLEMENT A REPLACEMENT ASSET MANAGEMENT AND WORK TICKET SYSTEM

STRATEGIES: The asset management, work ticket, inventories, and purchasing modules of the existing system have proven to be inadequate to meet the needs of a radio communication equipment management system for Microwave Services. The existing system does not provide for real-time updating of stores inventory from a work ticket, and does not provide for the updating of all warehouse location inventory from a single purchase order or invoice. The current system has flaws and loses work ticket information (which the software provider has been unable to resolve) requiring duplication of data entry when the lost information is identified. Any lost Work Ticket not identified causes a loss in revenue. A replacement system is desired that is designed specifically to radio communications service and repair. An interface will be developed to provide billing information from any new system implemented into the Department's financial management system.

BENEFITS:

- Increased efficiency by reducing the time spent in updating numerous files.
- Allow for better tracking of work accomplished.
- Allow for better tracking of parts and inventory.

DISCUSSION: This system will help the Department to manage information technology and communication assets owned or leased by the Department and other state agencies. An off-the-shelf system that provides for fixed asset management, work order capabilities, billing capabilities, inventory management and purchasing capabilities is desired.

Additionally, the capability to utilize a portable device to track work progress, service requests and service tasks at remote locations, which can update in real-time or store the data for download at a later time is desired. Currently, any work that is done at remote locations such as Mountain top sites or other agency facilities must be manually logged in journals. This can result in errors in tracking proper equipment and proper utilization of all aspects of the project. If this feature is not available in a new system we will pursue further the goal to customize and implement a work ticket plan that resides on a laptop or non network computer that can be downloaded to a master work-ticket program.

SUMMARY: Implementation of a system designed specifically to radio communications will improve the accuracy of service related data, reduce redundancy, and error rates.

OBJECTIVE · STRATEGIES · TIMELINES

1. Develop an RFP for an Asset Management and Work Ticketing System. **Completed**
2. Review bids to RFP, award contract if a satisfactory product is available and the solutions provided are cost effective. **3rd Qtr 2003**
3. Install and test system. **4th Qtr 2003**
4. Import existing data from IFAS into new system. **4th Qtr 2003**
5. Run new system in parallel with IFAS. **1st Qtr 2004**
6. Implement production system. **1st Qtr 2004**

GOAL: POPULATE AND IMPLEMENT A WORK TICKET PLAN THAT RESIDES ON A LAPTOP OR NON NETWORK COMPUTER THAT CAN BE DOWNLOADED TO THE MASTER WORK TICKET PROGRAM

STRATEGIES: Set up a program on a portable or remote computer system that can track work progress, service requests and service tasks that can be downloaded onto the master data base at a later date.

BENEFITS:

- Increased efficiency of human resources by reducing the time spent in updating numerous files.
- Allow for better tracking of work accomplished.
- Allow for better tracking of parts and inventory.

DISCUSSION: Currently, any work that is done at remote locations such as Mountain top sites or agency facilities remote from Microwave Services main building must be manually logged in journals. Sometimes this results in errors in tracking proper equipment and proper utilization of all aspects of the project.

SUMMARY: Implementation of a stand-alone system will improve the accuracy of service related data, reduce redundancy and error rates.

OBJECTIVE · STRATEGIES · TIMELINES

1. Implement, populate and maintain a data tracking system.
    a. Develop a database that resides remotely and can be downloaded into the main database. **Achievement of this goal is dependent upon the goal for a replacement Asset Management and Work Ticket system**
    b. Provide remote access to the master database while ensuring program/data integrity and security. **Achievement of this goal is dependent upon the goal for a replacement Asset Management and Work Ticket system**

NETWORK SERVICES

GOAL: PLAN AND IMPLEMENT SERVICES, WHICH WILL PROVIDE ALL STATE AGENCIES AND DEPARTMENTS WITH ENTERPRISE-LEVEL NETWORK SERVICES

STRATEGIES: Bring state network services up to enterprise-level standards. Add duplicate servers, data paths, and utilities to provide fail-safe backup redundancy. Create a centralized 24-hour-a-day, seven-day-a-week support center. Create always-available, stable and secure remote access to the state's network for employees away from their offices.

BENEFITS:

- Network services are always available when they are needed
- Increased efficiency of state government
- Increased productivity of the state's employees
- Increased retention of trained, talented state employees
- Increased reliability of the state's information technology systems

DISCUSSION (24X7 OPERATION): Providing enterprise-level network services entails more than just having a statewide wide-area network. Enterprise level service ensures that core network services are available whenever they are needed to conduct the state's business: 24 hours per day, 7 days a week.

To accomplish this, all critical systems must either never fail (an unlikely scenario) or must have backup redundant capability which will automatically take over when a failure does occur. It also implies redundant capability in the backbone of the network infrastructure, including redundant paths for data, multiple (two or more) connections to the Internet, and no single points of failure.

This last point is very important to providing enterprise-level network services. Redundancy of equipment by itself does not ensure an always-available network. If the primary and redundant equipment share the same path to the server, the failure of that common path will still cause a network outage. Having two separate sets of equipment, electrical power, air conditioning and data paths are necessary to fulfill this goal.

SUPPORT: If we expect state information services to be available to our employees, and indeed all our citizens, all day every day, then assistance needs to be available to end users at all times. The Department of Administration (DoA) currently provides 24x7 support by requiring existing staff to be on call after their normal business day and throughout weekends and all holidays. However, proper enterprise support requires more than this. Ideally, additional staff should be scheduled and dedicated to providing support during non-regular business hours. Hiring the appropriate staff merely requires the State to evaluate the current practices and needs of its agencies and to augment it's staffing as is deemed appropriate.

CENTRALIZATION: Some network services are best provided and managed centrally rather than by each agency independently.

Examples are:

- The Internet connection(s)
- Firewall protection

- Security for the network
- User authentication for secure remote access to resources on the network Database, Web site and e-mail services for small agencies which cannot provide their own
- The investigation of new technologies which may later be provided centrally or in a distributed manner

The Idaho State Department of Administration will continue to centrally manage and coordinate these services and add to them as needed by state agencies over the course of this plan.

SUMMARY: The constantly changing nature of information technology combined with the government fiscal process makes planning and budgeting difficult in the IT area. Nonetheless, the Department of Administration will endeavor to improve both its technology and IT budgeting process for its divisions as well as provide assistance to other state agencies through ITRMC staff.

The Department of Administration's goal is to model information technology best practices within Idaho's state government, and to foster greater coordination and cooperation among the agencies of the State. Such an approach can increase Idaho state government's productivity and efficiency while reducing overall information technology costs.

OBJECTIVE · STRATEGIES · TIMELINES

1. Create and maintain a current, comprehensive Information Technology plan and use as the basis for planning and providing IT services to state departments and agencies.
    a. Create the original IT plan and document. **Completed**
    b. Assign responsibilities for projects. **Ongoing**
    c. Review IT plan semi-annually for progress and needed changes. **January and July each year**
2. Establish and enforce IT industry standards to ensure interoperability between state agencies, business partners and the public.
    a. Work with ITRMC to establish "best practices" IT industry standards. **Ongoing**
    b. Work with state agencies to ensure adoption of the established standards. **Ongoing**
    c. Budget for any internal changes of software or hardware to meet the standards within the Department of Administration. **Yearly budget cycle**
3. Provide a way to better track problems and decrease response time to customers as well as create a database to identify and solve frequently occurring problems.
    a. Implement the Remedy Help Desk software already purchased. **Completed**
    b. Instruct DITCS IT staff on how to use Remedy. **Completed**
    c. Instruct agency personnel on how to submit problems through Remedy. **4th Qtr 2003**
    d. Replace outdated Remedy server. **FY 2005 budget request**
4. Establish a Lightweight Directory Application Protocol (LDAP) server for use by all agencies to provide a standardized employee information database and a method of authentication of users.
    a. Purchase equipment and software. **Completed**
    b. Set up and test the server. **Completed**

c. Place into production. **Based on ITRMC direction and item d. below**
d. The SATAD ITRMC workgroup, and the PKI Digital Certificate will influence statewide implementation. **Based on ITRMC direction, RFP is in the evaluation process**

5. Expand the remote access to the internal state network through dialup and DSL lines as a statewide service to provide greater security for the internal network.
    a. Set up an expanded DITCS supported modem pool and with secure access. **Completed**
    b. Inform agencies and register users. **Completed**
    c. Provide instructions to users on modem pool and DSL lines including security. **Ongoing after 4th Qtr 2002**
6. Enhance the Web site services provided by DoA to state agencies to keep Web sites current, accurate and accessible.
    a. Replace or upgrade servers used for Web services. **Ongoing - Web Server hardware was last upgraded in 2002.** ***Server hardware replacement is an ongoing need as equipment becomes old or obsolete and can no longer support current technologies, or has reached an end-of-life cycle where equipment failure is likely***
    b. Continue to assist smaller state agencies with their Web needs. **Ongoing**
    c. Continue to coordinate Web services with AccessIdaho for state agencies. **Ongoing**
    d. Upgrade Web software as appropriate. **Ongoing**
7. Provide database services hosting for smaller state agencies that do not have the resources to provide their own, but who need database services.
    a. Purchase equipment and set up MS-SQL database software. **Database Server hardware was last upgraded in 2002.** ***Server hardware replacement is an ongoing need as equipment becomes old or obsolete and can no longer support current technologies, or has reached an end-of-life cycle where equipment failure is likely***
    b. Offer space and give assistance to agencies to establish databases. **Ongoing**
    c. Identify patches and upgrades needed for the MS-SQL server and install as needed. **Ongoing**
8. Provide access for employees to the State's internal network for wireless devices to reduce data entry and access time for employees away from their offices.
    a. Research and plan for the technology and security requirements and implications of wireless access devices. **Fiscal Year 2004**
    b. Budget for required hardware and software. **Yearly budget cycle**
    c. Implement the plan and train users. **To be determined based on A., B.**

GOAL: IMPROVE THE STATE OF IDAHO'S NETWORK AND COMPUTER SECURITY POSTURE AND SAFEGUARD OUR CUSTOMER'S INFORMATION AGAINST UNAUTHORIZED ACCESS, USE, DISCLOSURE, DAMAGE, OR LOSS

STRATEGIES: Develop security policies and procedures for both the State's wide area network and for the local area networks supported by the Department of Administration. Establish information security assessment services to identify security weaknesses and recommend changes to ensure an appropriate level of security. Initiate enterprise-level security services targeted to improve weaknesses in our current security posture, e.g., virus protection, intrusion detection, firewall management. Extend our secure private network to remote users, distant offices and external partners. Change and improve the security culture throughout our department and supported agencies. Implement a robust Virtual Private Network (VPN) solution for all state agencies. Establish a Computer Security Incident Response Team (CSIRT). Introduce an active, comprehensive security awareness and training program.

BENEFITS:

- Protect the State's information and systems from intrusions, theft and sabotage.
- Guarantee the confidentiality, integrity and availability of the information stored, transmitted, and processed on our networks and systems.
- Establish Idaho as a leader in e-government security.
- Reduce the risk and impact of computer viruses.
- Allow customers to use traditionally un-secure media, such as the Internet, for even the most confidential and mission-critical applications.

DISCUSSION: Our goals and strategies to improve the security posture of our state's technology infrastructure are extensive and ambitious. However, we believe the State must take these steps in order to provide the necessary security services that our citizens, agencies and business partners expect and deserve.

Initially, we will develop, in concert with the ITRMC staff and agencies, comprehensive security policies and procedures for both the statewide network and for the local area networks supported by the Department of Administration. These security policies and procedures will serve as the essential foundation for our security program. As the statewide network provider, we will work to establish the fundamental framework upon which we build our department's and our state's security posture. Part of that process will be the education of our state's leaders and technology users to these new policies and procedures and how they will benefit Idaho.

SECURITY ASSESSMENT: We, along with the agencies that daily depend upon our statewide network, are continually faced with the responsibility of protecting our information and systems from intrusions, theft and sabotage. Doing so requires the establishment of Information Security Assessment services to identify security weaknesses and recommend changes that raise our security to an appropriate level. These assessments must be thorough, proactive and highly confidential. They will be offered to state agencies as a service, not as an audit, on a repetitive basis, using proven tools and techniques.

ENTERPRISE LEVEL: As we tighten our security controls through our assessments, we will also initiate several enterprise-level security services intended to eliminate weaknesses in our current security posture. For example, an enterprise-level virus protection system will significantly reduce the risk and impact of widespread computer viruses that have affected several state organizations. We will expand our firewall management services beyond the state's enterprise firewall to include management of agency-specific firewall devices for those organizations that do not have the necessary expertise or staff to manage the devices themselves. Furthermore, implementing an intrusion detection system (IDS) will identify suspicious and possibly malicious network activities occurring both outside and inside the statewide network security perimeter. If something is detected, we can then act to prevent damage to our network.

Another enterprise-level planned network implementation is a robust Virtual Private Network (VPN) solution. VPNs will enable our customers to encrypt and authenticate their communications so they can use traditionally un-secure mediums, such as the Internet, for even the most confidential and mission critical applications. This will allow remote users, distant offices, and external partners to have secure access to the State's secure private network. Additionally, implementing a certificate authority system will enable our customers to create secure solutions for their e-government initiatives. These enterprise-level solutions will meet the required criteria for all supported agencies and will reduce the total cost of ownership for the entire state.

SECURITY AWARENESS: Our efforts to improve security will not only focus on security product rollouts to meet specific needs; we will also work diligently to change and improve the security culture throughout our department and the agencies we support. To that end, we will introduce an active, comprehensive security awareness and training program offering effective, targeted awareness programs for all of our customers. We will encourage communication on security issues and ideas among state agencies. Furthermore, we will provide timely notification of vulnerabilities to our infrastructure through a vulnerability and threat alert service. Through this service, customers will receive instruction on how to apply appropriate countermeasures that minimize the risks associated with those vulnerabilities.

Ultimately, we will establish a Computer Security Incident Response Team (CSIRT), which will respond to any security incidents, experienced by any state agency throughout the state. CSIRT will be a collaborative effort of various professionals from several state agencies who will coordinate responses to security threats and intrusions.

SUMMARY: As a leader in providing e-government services to our citizens and other governmental agencies, we are committed to providing the most secure computing environment possible. Our ambition is to guarantee the confidentiality, integrity, and availability of the information stored, transmitted, and processed on our networks and systems. Through our dedicated efforts, we will establish Idaho as a leader in e-government security.

OBJECTIVE · STRATEGIES · TIMELINES

1. Develop and implement statewide network security policies and procedures.
    a. Work with ITRMC statewide security workgroup in the development of statewide security policies and procedures. **Beginning February, 2002 - Ongoing**

b. Security workgroup to submit draft security policies for ITRMC approval. **Fiscal year 2002 / 2003**
c. Implement security policies and procedures. **Based on ITRMC Security Policies and Procedures implemented**

2. Develop and implement Department of Administration's (DoA) Local Area Network security policies and procedures.
    a. Solicit input from stakeholders for development of security policy and procedures.
    b. Submit draft security policy for Department of Administration approval.
    c. Submit draft security procedures for DoA management approval.
    d. Implement security policy and procedures. **All of the Timelines for this objective will be determined with the implementation of statewide policies and procedures adopted by ITRMC**
3. Establish information security assessment services for supported agencies to improve their security posture by identifying security weaknesses and recommending/ implementing suggested changes.
    a. Develop information security assessment service process and report templates. **Completed**
    b. Identify vulnerability assessment tools (and propose budget requests, as needed). **Completed**
    c. Market vulnerability assessment services to supported agencies. **Ongoing**
    d. Conduct vulnerability assessments. **Ongoing**
4. Implement enterprise-level virus protection and spam e-mail control.
    a. Evaluate virus protection products for enterprise electronic mail gateway and/or firewall. **Completed**
    b. Procure and implement solution. **Completed**
    c. Develop plan for spam control at the enterprise level in conjunction with agency needs. **1st quarter 2003**
    d. Evaluate spam product alternatives, budget for these services and implement. **FY 2004/2005**
5. Enhance firewall management services for all supported agencies.
    a. Market firewall management services to supported agencies and departments. **Ongoing**
    b. Implement redundant firewall server. **Ongoing – a redundant firewall was last implemented in 2002.** ***Server hardware replacement is an ongoing need as equipment becomes old or obsolete and can no longer support current technologies, or has reached an end-of-life cycle where equipment failure is likely***
    c. Evaluate need for a centralized firewall management product (recommend for future budgets if justified). **Ongoing**
    d. Implement firewall log filtering management tool (as budget permits). **Request made in 2003 Budget, budget constraints removed enhancements from the FY 2003 budget. Will again be requested in FY 2004**
    e. Develop Standard Operational Procedures for on-going administration of agency-level managed firewalls**. April 2003**

6. Implement Intrusion Detection Systems (IDS) to identify suspicious network activities occurring both outside and inside the statewide network security perimeter.
    a. Evaluate and recommend a network-based IDS product for the statewide network's point of presence to the Internet. **Last Completed FY 2002, Ongoing as needed, reevaluating**
    b. Procure and employ network based IDS at the statewide network's point of presence. **Completed first phase**
    c. Draft proposal for phased implementation of additional network-based IDS sensors for internal intrusion monitoring on the statewide network and make recommendations for budgetary purposes. **Fiscal Year 2004**
    d. Evaluate and recommend host based IDS products for mission-critical systems. **Request made in 2003 Budget, budget constraints removed enhancements from the FY 2003 budget. Will again be requested in FY 2004**
    e. Procure and implement host based IDS solution. **Based on budget request approval**
    f. Upgrade IDS detection system to maintain highest level of detection capability, to include Maintenance. **Yearly Budget cycles**
7. Implement an enterprise-level Virtual Private Network (VPN) for use by all agencies.
    a. Evaluate VPN products based on required criteria for supported agencies. **Completed**
    b. Recommend enterprise-level VPN solution/products. **Completed**
    c. Procure and implement VPN solution (dependent upon final VPN solution; if new hardware and/or software is required, make budgetary recommendations). **Completed**
    d. Enhance secure authentication technology and administration tools to support new VPN solution. **Completed**
    e. Work with ITRMC to set VPN policies and standards. **Completed**
    f. Increase user education on the need for and use of VPN technology. **Ongoing**
8. Assist in the establishment of a certificate authority capability for use by all agencies.
    a. Evaluate certificate authority (CA) products. **Completed**
    b. Make recommendation to manage the CA internally or to outsource. **Completed**
    c. Implement or write bid specifications for certificate authority services. **Completed**
    d. Assist ITRMC's SATAD "Secure Access to Application Data" workgroup. **Fiscal Year 2002 / 2003**
9. Increase security awareness and training efforts within the Department of Administration and amongst all supported agencies.
    a. Develop an implementation plan for a security awareness and education program. **Fiscal Year 2004**
    b. Implement a focused and efficient security awareness program. **Fiscal Year 2004**
    c. Continuously reevaluate the security awareness and education program for applicability and improvement. **Ongoing**
10. Increase security collaboration throughout state agencies.
    a. Establish a quarterly IT security forum for information dissemination and collaboration between agencies. **Security website is completed, Security Newsletter is completed, Security Forum– Fiscal Year 2004**

b. Create an "on-line community" with various security analysts throughout the State of Idaho to exchange security ideas and issues. **Fiscal Year 2004**

11. Implement a vulnerability and threat alert service for all supported agencies.
    a. Establish a streamlined process to receive and evaluate security advisories for applicability to our infrastructure. **Completed**
    b. Disseminate security advisories and solutions to appropriate agencies. **Ongoing**
    c. Construct a centralized web site of patches and security configuration information based on applicable advisories. **Completed**
    d. Investigate future methods to automate security patch distribution and installation. **Ongoing**
    e. Establish method and procedures to identify and anticipate threats to our infrastructure. **Ongoing**
    f. Create a threat condition process to alert state agencies of increased threats and provide recommended security procedures for each threat level. **Completed**
12. Establish a Computer Security Incident Response Team (CSIRT) for use by any state governmental agency.
    a. Define proposed CSIRT scope, mission statement, and services. **Fiscal Year 2003 / 2004**
    b. Obtain ITRMC approval to form a state-level CSIRT. **Fiscal Year 2003 / 2004**
    c. Identify team members for state CSIRT. **Fiscal Year 2003 / 2004**
    d. Develop CSIRT policies and procedures. **Fiscal Year 2003 / 2004**
    e. Obtain CSIRT training. **Fiscal Year 2003 / 2004**
    f. Make CSIRT services available to state agencies. **Fiscal Year 2003 / 2004**
13. Conduct Risk Assessment within the Department of Administration. Recommend solutions to the risks and vulnerabilities identified.
    a. Conduct Risk Assessment Survey of the business applications, servers, and workstations within each Division. **1st assessment Completed, Ongoing**
    b. Identify software and hardware security vulnerabilities, to include recommended solutions. **1st assessment Completed, Ongoing**
    c. Compile findings in a formal Risk Assessment Report. **January 2003**
    d. Present Risk Assessment Report to the department's Executive Staff. **February 2003**
    e. Work with each division to address and resolve business application vulnerabilities. **Ongoing**
    f. Improve employee awareness and education on security methods and practices. **Ongoing**
    g. Development vulnerability management processes for all systems. **Fiscal Year 2003 / 2004, Ongoing**
    h. Development standard management policy for all business applications. **Fiscal Year 2003 / 2004, Ongoing**
    i. Develop a comprehensive security policy and procedures framework. **Fiscal Year 2003 / 2004, Ongoing**
    j. Develop a formal information security risk management process. **Fiscal Year 2003 / 2004, Ongoing**

GOAL: ENABLE ALL STATE OF IDAHO AGENCIES TO MEET THEIR INFORMATION TECHNOLOGY GOALS BY PROVIDING IT SERVICES TO THEM IN A TIMELY, PROFESSIONAL AND COURTEOUS MANNER

STRATEGIES: Remain knowledgeable about the world's constantly changing technologies. Stress pre-planning when instituting new technology projects for state agencies. Work closely with state agencies to ensure that there is sufficient coordination of IT projects with DoA. Use up-to-date management and monitoring tools to recognize network and server access problems.

BENEFITS:

- Prevent agencies from investing in projects that cannot be supported on the statewide network.
- Ensure that proper network access and utilization can be provided.
- Ability to provide support to users who are working on new equipment.
- Reduce the number of problem calls and level of user frustration.
- Increase efficiency and productivity.
- Ensure the state is utilizing its technology resources to its maximum capabilities and benefit.

DISCUSSION: Most state agencies are planning large information technology projects over the next several years to keep up with the demand for their services. To ensure the best results on Agency projects, DoA in collaboration/adherence with ITRMC policy will strive to increase communication, coordination and cooperation among all state agencies, ensure that the infrastructure is sufficient for agency needs, and provide technical expertise.

COORDINATION, COMMUNICATION, COOPERATION: It is imperative that agencies coordinate new technology projects within the realm of DoA operations before proceeding past the planning stage. This will prevent agencies from investing in projects that cannot, for some reason (lack of security, unsupported protocols, not complying with standards, etc.), be supported on the statewide network even though such access is required.

Coordinating with agencies in the early stages of their projects will ensure that proper network access and utilization can be provided. It will also facilitate the exchange of technical information among agency IT staffs. If problems are encountered at this early stage, alternative technologies can be suggested that will better meet agency needs and allow for interoperability. What's more, during this exploratory process, new information technology issues will emerge that need to be addressed.

Establishing and maintaining ongoing and positive communications with agencies is the cornerstone for achieving coordination and cooperation between the DoA and state agencies. Cooperation among state agencies will bring benefits to all agencies including reduced overall State IT expenses.

INFRASTRUCTURE: Excellent customer service will only be provided when we can ensure that proper network monitoring and management is performed, and that the network infrastructure can meet current and foreseeable needs. Network and server access problems can

best be recognized by using up-to-date management and monitoring tools. Corrections or repairs can then be made before they affect a user's project. This will reduce user frustration and the resulting number of problem calls. Ensuring that the infrastructure will support user needs will also allow IT to be viewed as an always-available tool and resource.

SUMMARY: Information technology is a rapidly changing field. New technology products and services are constantly being introduced. Most will help the State of Idaho do its various jobs faster, better and more cost-effectively. DoA's appropriate role in state government is to provide our various state agencies with quality technology leadership including guidance and support when they are trying to incorporate new and emerging technologies.

To do this, it is critical that the IT staff remain knowledgeable about the many new technologies that may meet the needs of state agencies. They must have up-to-date equipment to ensure that they have the experience and knowledge to be able to answer questions from users who are working on new equipment. Therefore, DoA will implement a desktop refresh plan within DoA to ensure that staff has adequate equipment for their current and future needs.

OBJECTIVE · STRATEGIES · TIMELINES

1. Expand and enhance the coordination of IT projects between the Department of Administration (DoA) and all state agencies, including emphasizing the need for agencies and DoA to work together at project onset to reduce costs and better meet the IT needs of the agencies.
    a. Schedule periodic informal visits with the IT personnel in each state agency. **Ongoing Annual Agency Surveys**
    b. Promote with the agencies the need for coordination and give information on the services that DoA can provide. **Ongoing**
    c. Create mechanisms for agencies and DoA divisions to use to give feedback to DoA on their satisfaction of customer service provided in the IT area. **Ongoing annual Agency Surveys**
    d. Provide an "electronic newsletter" and central source of the latest IT information that all agencies can access. **Ongoing**
    e. Integrate the acquired information from the agencies into the budget process. **Yearly Budget Cycle**
2. Provide assistance to agencies on creating their own Intranet Web sites to reduce costs and personnel time.
    a. Promote to the agencies the existence of this service. **Ongoing**
3. Assist agencies with the selection of IT equipment (e.g., routers, switches, hubs, PCs, servers, etc.) that will meet the State standards and the agencies' needs, and will interoperate with existing equipment and software.
    a. Provide information on existing contracts. **Ongoing**
    b. Create links to Purchasing's electronic listing of available and new State contracts that agencies can access. **Ongoing**
    c. Assist with the identification of need, and the creation of new contracts for IT equipment and services. **Ongoing**
4. Coordinate as needed with testing of new agency IT systems to promote IT interoperability and provide an interchange of technical information.

a. Provide a liaison to each agency for major IT projects. **Ongoing**

5. Remain current with the trends in IT by investigating new, emerging technologies.
    a. Provide opportunities for attending vendor presentations, seminars, users groups meetings, discussions with private industry and other states, etc., and include costs in the annual budget cycle. **Ongoing, and yearly budget cycle**
    b. Provide for magazine subscriptions, books and other technical resources and include costs in budget requests. **Yearly budget cycle**
    c. Coordinate with ITRMC staff periodic discussions with agencies about their strategic technology plans. **Ongoing**
6. Increase the use of network management tools to proactively monitor and control the statewide network.
    a. Utilize network management software to monitor remote switches and routers. **Ongoing**
    b. Conduct a requirements study to identify need for more robust network management solutions. **Ongoing, Yearly budget cycle**
    c. Research and recommend solution for IP allocation and management. **Completed**
    d. Budget for additional needed network management tools. **Yearly budget cycle**
7. Improve statewide network infrastructure to meet growing networking needs of supported agencies.
    a. Extend Capitol Mall connectivity to Meridian to support expanding network requirements (e.g. Idaho State Police, Idaho Public TV, and disaster recovery plans). **Not recommended by the governor as an enhancement for DITCS in FY2002. The IdaNet initiative is expected to complete this connectivity**
    b. Increase Internet capacity for statewide network to prevent network saturation. **Ongoing, capacity utilization reviewed annually for yearly budget cycle**
    c. Upgrade port adapter capacity on core switch to support future expansion of frame relay circuits on statewide network. **Completed**
    d. Implement additional frame relay capacity with purchase of new circuits to alleviate saturation on the statewide network and provide growth for new applications and services. **Completed in FY2002, Ongoing, reviewed annually for yearly budget cycle**
    e. Investigate alternate sources for network bandwidth and infrastructure upgrades. **Ongoing**
8. Improve bandwidth allocation and management to minimize costs and increase performance for supported agencies.
    a. Assess and propose solution for dynamic bandwidth allocation and management. **Last completed FY 2002, ongoing as needed**
    b. Procure and implement dynamic bandwidth allocation and management system. **Last completed FY 2002, ongoing as needed**
9. Improve network testing capability to support network maintenance and new system testing requirements.
    a. Upgrade test equipment suite to support on-going network maintenance and testing requirements. **Last completed FY 2002, ongoing as needed.** ***Test equipment replacement and software upgrades is an ongoing need as equipment becomes old or obsolete and can no longer support current***

technologies, or has reached an end-of-life cycle where equipment failure is likely

b. Implement a "test network" for the testing of proposed/new solutions and to troubleshoot issues affecting the operational. **Ongoing as equipment is made available**

10. Improve the internal IP management and performance for Local Area Networks managed by the Department of Administration (DoA).
    a. Convert networks to True IP (from IPX). **Completed**
    b. Complete transition to Dynamic Host Control Protocol (DHCP) for primary Department of Administration office. **Completed**
    c. Implement DHCP servers and enable DHCP at all Department of Administration outlying locations (e.g. Federal Surplus, Purchasing, Microwave Services, etc). **Completed**
11. Improve Local Area Network data availability, manageability, and performance through the possible implementation of a Storage Area Network (SAN).
    a. Conduct a needs assessment study for a Storage Area Network to support the Department of Administration and its supported LANs. **Initial assessment completed in FY 2002, Ongoing annual review**
    b. Annual review of feasibility of a SAN solution implementation. **Annually**
    c. If justified, develop SAN architecture proposal and make budget recommendation. **Based on A., B.**
    d. Implement SAN solution. **Based on A., B.**
12. Reorganize the Local Area Network server farm to maximize resources and improve reliability
    a. Create and approve server refresh policy. **Initially completed FY 2002, Ongoing**
    b. Identify servers to be upgraded/ consolidated and submit 2003 budget proposal. **Initially completed FY 2002, Ongoing**
    c. Implement RAID technology on all mission-critical servers. **Completed, ongoing with future server purchases**
13. Implement process to refresh desktop systems throughout the Department of Administration to improve system reliability and reduce support costs.
    a. Implement pilot PC leasing program contract. **Completed**
    b. Assess pilot PC leasing program and decide if program meets the technology refresh needs for the Department. **2nd Qtr 2004**
    c. Recommend long-term desktop technology refresh strategy based upon results from pilot PC leasing program. **2nd Qtr 2004**
14. Migrate database servers to standard, supportable platform (migrate Sybase and Informix systems to MS-SQL Server).
    a. Prepare 2003 budget request for new database server. **Completed**
    b. Develop database migration plan. **4th Qtr 2003**
    c. Identify and propose new database structures to support all required applications. **1st Qtr 2004**
15. Provide assistance to divisions within the Department of Administration on their specific IT needs.
    a. Consult with Purchasing to provide adequate bandwidth to their electronic purchasing system. **Ongoing**

b. Consult on server needs with the Division of Internal Management Systems (DIMS). **Ongoing**
c. Provide network assistance in support of the Department's (IFAS) financial system and ASP business partner Bi-Tech. **Ongoing**
d. Give Web and database assistance to ITRMC staff. **Ongoing**
e. Review network bandwidth availability for access to electronic bidding and drawings for Public Works. **Ongoing**
f. Provide recommendations to Risk Management on their online systems. **Ongoing**
g. Assist divisions with assessing data security needs. **Ongoing**
h. Consult on a regular basis with each DoA division on their current IT needs. **Ongoing**
i. Review network bandwidth availability for access to the document management system for Division of Insurance Management. **Ongoing**

16. Conversion from Novell network and GroupWise email to Microsoft network and Exchange email (required per ITRMC standards)
    a. Propose a migration plan for budgetary purposes. **Completed**
    b. Provide advanced level training to internal IT staff on the Microsoft servers, networking, active directory, and email. **Based on project acceptance and budget approval**
    c. Purchase Server Hardware and software. **Based on project acceptance and budget approval**
    d. Test and Implement Microsoft Exchange email solution. Migrate GroupWise user data into Exchange. **Based on project acceptance and budget approval**
    e. Test and implement Microsoft based file and print servers. Migrate existing data. **Based on project acceptance and budget approval**

GOAL: IMPROVE THE STATE OF IDAHO'S INFORMATION TECHNOLOGY DISASTER PREVENTION AND RECOVERY CAPABILITIES OF CENTRALLY MANAGED RESOURCES AND SERVICES

STRATEGIES: Manage DoA information technology and communications services as a utility. Provide seamless redundancy for all core services. Create detailed disaster prevention and recovery plans for the statewide network and the local area networks supported by the Department of Administration. Identify an off-site, backup recovery location. Implement a centralized backup solution for mission critical systems. Improve DoA centralized computer room facility.

BENEFITS:

- Maximizes the availability and maintains the integrity of state agency information.
- Ensures customers can access their desired services on demand 24 hours a day, 7 days a week.
- Minimizes downtime and provides adequate disaster recovery functionality.

DISCUSSION: The citizens of Idaho, state agencies and their private sector business partners rely upon access to information technology services to conduct the daily business of Idaho State government. State agencies are extremely dependent upon a reliable e-government infrastructure and cannot afford downtime. Therefore, DoA must operate its information technology and communications services as a utility, a vital connection between its customers and the information they depend on 24 hours a day, 7 days a week.

REDUNDANCY: In order to achieve this goal of universal availability, critical DoA networks and systems must be redundant. That is, there must be a second complete network with supporting systems that can operate whenever any component of the main network fails.

DoA will budget for systems to provide seamless redundancy for all of its core services. If approved, DoA will install redundant Capitol Mall core network equipment to minimize downtime and provide adequate disaster recovery functionality. Several redundant servers will be installed to guarantee high availability for enterprise-level services including Internet and Intranet access; and Web, database, directory electronic mail proxy, domain name and authentication services. DoA will continue to explore and propose a long-term solution to provide truly redundant Internet connectivity. For the DoA's local area network, redundant directory and electronic mail servers will be procured and implemented.

DISASTER PREVENTION AND RECOVERY: To further increase the availability of our information technology services, our team of technology professionals will create detailed disaster prevention and recovery plans for the statewide network and the local area networks supported by the Department of Administration. These plans will focus initially on methods to prevent disasters from occurring or impacting core information services. DoA will then outline recovery strategies if systems are impacted by a local or widespread disaster outside of its control. These plans will identify the hardware and software needed to support the disaster preparedness strategy and will suggest possible future budget recommendations.
Once the DoA plans are written, approved and implemented, DoA will conduct semiannual

exercises of its disaster preparedness capability and will review its plans at least annually.

Part of the redundancy strategy is identifying and securing an off-site, backup recovery location for the redundant systems. Therefore, within the next two years, DoA will evaluate potential off-site disaster recovery locations and determine if they can adequately support our requirements. Once identified, DoA will move to guarantee the availability of the location for future disaster recovery needs.

At the same time, DoA must implement a centralized backup solution for its mission critical systems to guarantee the availability and integrity of customer data. This system will automatically and instantly come online to ensure the highest level of backup reliability and restoral success. Once approved in the budget, DoA will implement this system and implement a complete backup and restoral process.

EVERYDAY OPERATION: In addition to disaster preparedness, DoA is focused on improving day-to-day operations to maximize the availability of its information technology services. It will take the necessary actions to improve centralized computer room facilities to include fully redundant power and other identified needs. DoA will also complete a comprehensive floor management study of its present computer facility and assess needs for future expandability.

SUMMARY: The DoA fully understands the state's dependency upon its information technology systems, and is committed to providing the most stable, reliable networks and systems possible. With the addition of redundant systems and the development of comprehensive disaster prevention and recovery plans, DoA will make great strides in improving the integrity and availability of its customers' information.

OBJECTIVE · STRATEGIES · TIMELINES

1. Create detailed disaster prevention and recovery plans for the statewide network and the Department of Administration's Local Area Network.
    a. Develop disaster prevention and recovery plan for statewide network services. **Fiscal Year 2002 / 2004**
    b. Develop disaster prevention and recovery plan for Department of Administration's Local Area Network. **Fiscal Year 2002 / 2004**
    c. Determine hardware and/or software needs and make recommendation for the budget cycle. **Based on A., B.**
    d. Conduct semi-annual exercises of disaster recovery plans. **Semi-annual**
    e. Conduct annual review of disaster prevention and recovery plans. **Ongoing, Annually**
2. Establish an off-site disaster recovery contract/relationship to support the disaster prevention and recovery strategy.
    a. Evaluate potential off-site disaster recovery locations and solicit feasibility information (e.g. costs, response capability, security, etc). **Fiscal Year 2002 / 2004**
    b. Draft proposal for specific offsite disaster recovery location and contract/relationship. **Fiscal Year 2002 / 2004**

c. If needed, prepare budget proposal for off-site disaster recovery contract/relationship. **Based on A., B**
d. Implement off-site disaster recovery location and contract/relationship. **Based on A., B**

3. Improve centralized computer room facility services located in the Len B. Jordan Building, Room 100 Computer Room.
    a. Conduct a complete floor management study and recommend solutions for future growth. **Initially Completed 2002, ongoing as needed**
    b. Implement remote switch to monitor and control servers from a central location, improving personnel efficiency and effectiveness. **Initially Completed in 2002, ongoing as additional server equipment is added to the computer room**
    c. Assess upgrade needs and submit proposals for annual budget cycle. **Ongoing**
    d. Implement redundant and/or backup power for mission critical systems. **Phase 1 Completed in 2002 which met current needs, an additional electrical transformer will be required to support the Room 100 computer room for future growth, and to support a needed upgrade to the air conditioning system**
    e. Investigate need for backup heating, ventilation, and cooling systems. **Review Annually**
    f. Evaluate, and recommend environmental monitoring equipment products for implementation in the Room 100 computer Room, PTC (Towers) 8th floor equipment, and for equipment located at ELI co-location facility. **FY 2005 budget cycle**
    g. Continuously assess and include computer facility improvements into annual budgeting cycle. **Yearly budget cycle**
4. Create redundancy in critical network systems to provide enterprise 24x7 availability of provided network services.
    a. Replace primary DNS server with more reliable system. **Last completed in 2002. *Server hardware replacement is an ongoing need as equipment becomes old or obsolete and can no longer support current technologies, or has reached an end-of-life cycle where equipment failure is likely***
    b. Implement secondary, redundant DNS server. **Last completed in 2002. *Server hardware replacement is an ongoing need as equipment becomes old or obsolete and can no longer support current technologies, or has reached an end-of-life cycle where equipment failure is likely***
    c. Implement a phased approach to adding redundancy to core networking equipment within the Capitol Mall area. Designed to minimize downtime by eliminating single points of failure, and provide adequate disaster recovery functionality. **Phase I completed 4th Qtr 2002, 1st Qtr 2003, further phase implementations are determined by yearly budget cycles**
    d. Implement redundant directory services server. **Needs will be determined by the SATAD's (ITRMC supported sub-committee) Secure Authentication project**
    e. Upgrade the redundant electronic mail gateway server to replace current, aging system. **Last completed in 2002. *Server hardware replacement is an ongoing need as equipment becomes old or obsolete and can no longer support current***

technologies, or has reached an end-of-life cycle where equipment failure is likely

f. Procure and implement redundant directory and electronic mail servers for the Department of Administration's Local Area Network. **Our joint H&W 2nd Internet connection project will complete this item in FY 2003.** ***Server hardware replacement is an ongoing need as equipment becomes old or obsolete and can no longer support current technologies, or has reached an end-of-life cycle where equipment failure is likely***

g. Continuously assess needs for redundancy and include in annual budget cycle. **Yearly budget cycle**

h. Implement redundant access to the Internet, eliminating as many single points of failure as possible. **Request made in 2003 budget, due to budget constraints enhancements were removed from the FY 2003 budget request.**

i. Implement a joint project with Health and Welfare to provide an additional Internet point-of-presence as required by Federal Bioterrorism initiatives. **Target completion January 2003**

5. Implement centralized tape backup solution for mission critical systems to increase the reliability of backup success in support of the disaster recovery plan.
    a. Employ automated backup solution to support disaster recovery plan for critical systems. **Initial implementation completed, ongoing**
    b. Purchase additional backup tape media to support disaster recovery plan. **Ongoing**

GOAL: PROMOTE INFORMATION TECHNOLOGY STAFF PROFESSIONAL DEVELOPMENT AND RETENTION

STRATEGIES: Provide better pay for IT staff within DoA. Provide formal and informal training opportunities for DoA IT staff. Provide the resources needed by IT staff to feel a high level of satisfaction and success.

BENEFITS:

- Ensures the technical excellence and timeliness of IT projects.
- Retains experienced, trained, skilled employees.
- Reduces costs normally associated with high turnover.
- Increases department efficiency and productivity.

DISCUSSION: Recruiting and retaining a high quality IT staff is crucial to the success of DoA and the successful accomplishment of the previous four goals. Staff turnover and the resulting vacancies significantly hamper the level of service DoA can provide to its customers as well as its performance on client projects. Without adequate staffing levels and the continuity a stable work force provides, the coordination and communication between DoA and other state agencies will suffer and result in less than optimal operations.

The DoA's ability to deliver needed services is negatively affected when there are staff turnovers. DoA is therefore committed to improving its IT staff retention through a number of strategies. These strategies include working toward better pay for IT staff within DoA, creating retention incentives and providing the resources needed by its staff to perform their duties with a high level of satisfaction and superior results.

SUMMARY: Almost everyone knows of the rapid changes that are occurring in the IT field. Training can be critical to the timeliness and success of IT projects. To do their jobs properly, the IT staff needs to keep apprised of new technologies, new techniques and new standards in the networking and information industries.

Well-trained employees complete their assignments faster at a higher level of performance. And while training in the IT field can be expensive, the benefits of a proper training program can offset the costs. The private sector – especially in the high technology industries - knows this and provides continuous training for its employees. Nonetheless, DoA will work toward improving the focus of its training needs so it can provide a more accurate estimate of future training costs in its budget requests.

OBJECTIVE · STRATEGIES · TIMELINES

1. Enhance the professional development and training plans of IT staff.
    a. Improve yearly training and professional development opportunities for each IT staff member in multiple formats (mentoring, conferences, seminars, workshops, computer aided training, etc.) and tie to needs of specific IT projects. **Ongoing**
    b. Submit training budget requests that will realistically cover the identified training and development needs of IT staff. **Yearly budget cycle**

    c. Use the Employee Appraiser evaluation system to emphasize advancement requirements and opportunities. **Yearly evaluation schedule**
2. Improve the IT staff retention rate.
    a. Request input from DoA IT staff during their evaluations about job satisfaction and suggestions for improvement. **Yearly evaluation schedule**
    b. Work with Human Resources and others to work toward better pay equity for IT staff in DoA. **Ongoing**
    c. Investigate new ways to create retention incentives; request suggestions from staff. **Ongoing**
    d. Provide adequate resources to IT staff, including space, hardware and software, training, infrastructure, etc., to enable them to successfully complete their projects. **Ongoing**
    e. Investigate how to provide compensation to IT staff when in an on call status. **Ongoing**

OPERATIONS SUPPORT

GOAL: PROCURE A BAR CODE READER AND THE ASSOCIATED SOFTWARE NECESSARY TO CONDUCT INVENTORIES OF BOTH PARTS AND FIXED ASSETS

STRATEGIES: Purchase an off the shelf Bar Code reader with associated software for use in conducting inventories of both parts and fixed assets for use in conjunction with the department's asset management, work ticket, purchasing, and inventory system. Off the shelf readers are currently available in the $7,000 range.

BENEFITS:

- A Bar Code reader would benefit not only Operations Support but also the entire Division. The Reader would greatly decrease the time required for inventories not only of parts stocked by OS, but could also be used for tracking fixed assets located through out the Division.

DISCUSSION: Currently the inventory process begins with the establishment of the selection criteria; these parameters are then manually entered into the current system. The system then produces a printed hardcopy of all items that fall within the established criteria. This hardcopy is then hand carried to the appropriate warehouse where a manual count is initiated. The count is hand written to the hardcopy printout, carried back to a workstation and entered into the current system. An exception list is produced and printed then someone else must manually go out to count and investigate any discrepancies. This information is once again compared to the current information and manually entered into the General Ledger. This is a rather time consuming, labor intensive process that allows for human error at any step in the process.
The implementation of a Bar Code reader would minimize the opportunity for human error to occur by eliminating the need for hand keying of data.

SUMMARY: The use of a Bar Code reader would greatly speed the entire inventory process. It would save at least 80 man hours per inventory, eliminate or at least minimize opportunities for errors to occur during data entry. These factors would contribute to a more timely and accurate accounting of State Assets.

OBJECTIVE · STRATEGIES · TIMELINES

1. Purchase and install Bar Code reader.
    a. Research the various models available. **Fiscal Year 2005.**
    b. B. Insure compatibility with the department's asset management, work ticket, purchasing, and inventory system. Obtain customization Scope of Work from the existing system provider for the incorporation of a Bar Code Reader solution. **Fiscal Year 2006**
    c. Request funding. **Fiscal Year 2006**
    d. Procure Bar Code Reader, Install software, and integrate Bar Code system. **Fiscal Year 2007**
    e. Train staff on use. **Fiscal Year 2007**

TELEPHONE SERVICES

GOAL: IMPLEMENT A CTI (COMPUTER TELEPHONE INTEGRATION) UPGRADE TO THE CURRENT NEC PBX TO INTEGRATE FAX AND VOICE-MAIL WITH ADMINISTRATION'S LAN

STRATEGIES: One-time monies were appropriated in the FY 02, capital budget. Network cabling is already in place from telephone switch room to network patch panel. Telephone Services and LAN staff will work with the PBX vendor to establish respective responsibilities in the implementation. Telephone Services and LAN staff will install, test and deploy to LAN desktop PC's. Notification, user documentation and training will be provided to the local users by Telephone Services staff once installation is completed and testing is successful.

BENEFITS:

- Long-term retention of voice mail messages on a network platform.
- Allows LAN users to fax documents electronically without printing.
- Enables users to access voice mail messages from any PC on the LAN or remotely with dial-in network access.
- Allows users to fax documents directly from their desktop PC and to receive faxes and save them to LAN and hard drive directories.

DISCUSSION: Currently Administration's LAN and PBX function completely independent of one another. Integrating them gives Administration greater flexibility and a more efficient way of accomplishing business that involves faxes and voice mail applications.

SUMMARY: Integrating the voice mail and fax applications with the LAN will meet many of our internal customers requests for this integrated functionality. This will also put Administration in a better position to offer assistance to other state agencies trying to implement the same or similar integration packages.

OBJECTIVE · STRATEGIES · TIMELINES

1. Purchase, install, test, and deploy fax and voice mail integration software.
    a. Schedule a meeting with the Telephone Services, LAN and vendor staff involved in the implementation of software installation. **Completed**
    b. Develop set of responsibilities for each project team member, set timelines to meet installation schedule. **Completed**
    c. Install and test both fax and voice mail applications. **Completed**
    d. Deploy application to each LAN user's desktop PC. **4th Qtr 2003 (Partially completed. Deployed to DITCS bureau Chief, IRTMC staff, and Telephone Services staff. Additional deployment will be completed through 6/2003.)**
    e. Provide written instructions and application training to end-users. **4th Qtr 2003**

DIVISION OF INTERNAL MANAGEMENT SYSTEMS (DIMS)

ADMINISTRATIVE RULES

FISCAL GROUP

HUMAN RESOURCES

INDUSTRIAL SPECIAL INDEMNITY FUND

OFFICE OF INSURANCE MANAGEMENT

ADMINISTRATIVE RULES

GOAL: TO PROVIDE ADMINISTRATIVE RULES AND RELATED INFORMATION IN ELECTRONIC FORMAT THAT IS INTERNET ACCESSIBLE, AND PROVIDE THE SAME INFORMATION ON COMPUTER ACCESSIBLE MEDIA SUCH AS CD-ROM TO ELIMINATE OR GREATLY LESSEN THE NEED TO PROVIDE HARDCOPY INFORMATION. PROVIDE FOR A DEDICATED STORAGE SYSTEM CAPABLE OF EFFICIENT INDEXING AND RETRIEVAL OF ADMINISTRATIVE RULES AND ADMINISTRATIVE BULLETIN INFORMATION

STRATEGIES: The intent of Legislative Services is to provide for wireless connectivity to Laptops in the Chambers and in the various Committee Rooms in the Capitol during the Legislative Session. It is the intent of Administrative Rules to provide Rules information in a format that is web accessible and provides for clear navigation that can be accessed anywhere in the Capitol via a laptop. Agencies will be able to provide electronic Rules submission via email attachments, which can be incorporated into Rules documents. This may require the creation of templates. Publish Administrative Rules Code on CD media for distribution.

There is a substantial cost savings when publishing to CD vs. printing hardcopy manuals. Administrative Rule and bulletin information must be maintained indefinitely in a minimum of two files formats (FrameMaker and PDF). Each year requires additional information to be added, as electronic storage requirements increase a dedicated sever will be required to house the data and provide efficient indexing capabilities.

Additionally, Administrative Rules desires to be able to provide for electronic access to archived Administrative Rules Code dating back to 1996.

BENEFITS:

- Provide for electronic on the spot access to Rules information.
- Improve reliability of data and information.
- Lessen the need for printing hardcopy manuals, at a substantial cost savings.

DISCUSSION: Currently all of the Administrative Rule information is stored on the Department of Administration's primary file and print server, which is utilized by all DoA divisions within the Capitol Mall complex; this server was not designed to be a long-term data storage repository. Copies of the same information must also be stored on Internet accessible web servers. As Administrative Rules data storage requirements increase so does the need for dedicated storage. Administrative Rules data storage capacities are currently at 3+ Gigabytes containing 18,000+ files with an average annual growth of approximately 300MB for Rules information, and 100MB for the Bulletins. CPU resource usage in providing adequate indexing and in the actual search process will become problematic as capacities grow. Implementing a database solution could increase indexing efficiencies and eliminate the need to store the same information on both a file server and a web server. Discussions of the various options and methods available will be held at such a time it is determined that a dedicated system will be required. During the periodic Strategic Plan updates server capacities, storage requirements, and Index CPU load will be reviewed and a determination made as to whether an implementation project is required and should be requested in the following fiscal year budgeting process.

SUMMARY: The full implementation of electronic access is another step closer to bringing State of Idaho E-commerce to state employees, the Legislative body, and citizens of Idaho. During the Legislative Session laptop access will be available with on-demand quick access eliminating the need to make numerous hardcopy manuals available. Substantial cost saving will be recognized as hardcopy needs are lessened.

OBJECTIVE · STRATEGIES · TIMELINES

1. Implement a dedicated Server for Administrative Rules Data Storage and increased Indexing capabilities.
    a. Review disk capacities and CPU utilizations on current DOA servers utilized by Administrative Rules. **Annually**
    b. Determine if a SQL database solution is required to better support Administrative Rules data storage and provide for efficient indexing capabilities. **Fiscal Year 2004**
    c. Determine feasibility of providing electronic access to archived Rules information. **Fiscal Year 2004**
    d. Create a detailed project and make budgetary request for a dedicated server to support Administrative Rules. **When it is determined a dedicated server is required. Based on a., b., and c. above**

FISCAL GROUP

GOAL: IMPLEMENT ADDITIONAL INTERFACES INTO THE IFAS (INTEGRATED FINANCIAL AND ACCOUNTING SYSTEM) FINANCIAL MANAGEMENT SYSTEM FOR VARIOUS PROGRAMS TO PROVIDE THE NECESSARY LEVEL OF SYSTEM CAPABILITIES TO AUTOMATE PROCESSES THAT PROMOTE COST CONTAINMENT AND GREATER OPERATIONAL EFFICIENCIES ALONG WITH REPORT EXTRACTION.

STRATEGIES: This goal will provide billing information integration into IFAS in an automated fashion for the following specialized billing/payable management systems.

Develop an interface to integrate the new DPW Projects system software, into the current financial reporting system, IFAS, to process account payables.

Develop an interface to integrate the current telephone system software, Telsoft, to the current financial reporting system, IFAS, to produce the monthly billings for telephone services and provide payment information to the Telsoft Telephone Billing Management System.

Develop an interface to integrate the new Microwave Services Asset Management system software, into the current financial reporting system, IFAS, to process account payables. *NOTE: the need and building of this interface is dependent on issuance, evaluation, and acceptance of an RFP to obtain a specialized software solution.*

Develop an interface to integrate the current Pitney Bowes Postal Management System to the current financial reporting system, IFAS, to process account receivables.

Develop an interface to integrate the current ISIF FoxPro claim system to the current financial reporting system, IFAS, to process account payables.

Develop an interface to integrate the current Group and Risk systems to the current financial reporting system, IFAS to process accounts payables.

Funding would need to be available to begin development of the interfaces.

Information would populate the IFAS accounting system automatically resulting in elimination of double entry and improve accuracy and efficiencies. It is anticipated that these interfaces will consist of 2 components. The first component will be built and provided by the IFAS provider Bi-Tech that will provide for a mechanism to incorporate data via a flat file into the IFAS system. The second component will be for the various systems as identified above to be able to export data into a flat file in a specified format that the IFAS interface will utilize. The various system providers will be requested to create the functionality needed to produce a flat file in the specified format, which will provide for a one-way feed of information into IFAS. It is not expected that feeds from IFAS back to the respective systems will be required. Once the interface programs are fully operational, train supervisors and employees on accessing the data, report generation, and other benefits of the program.

BENEFITS:

- Increased efficiency for personnel of each program and the accounting staff by eliminating double entry.
- Improve reliability of data and information.
- Improve timeliness of accounts payable and receivable processing.

DISCUSSION: Currently these various management databases and IFAS system function completely independent of one another. This necessitates that staff re-enter receivables and payables in the IFAS system by hand. This process impacts accuracy and timeliness of data and information.

SUMMARY: The development and implementation of these interfaces to the IFAS system will provide a single-entry manner of processing accounts payables and receivables ensuring accuracy and integrity of the data and improve the service provided to our customers.

OBJECTIVE · STRATEGIES · TIMELINES

1. Build and implement integration between the various Billing/Payable Management databases and the department's IFAS financial management system. Funding availability will determine the following timelines; these timelines are subject to change accordingly.
    a. Obtain bid specification from Bi-Tech for the development of 2 interfaces, create interfaces: **FY 2003**
        i. AR Download Interface – this interface will utilize data flat files created by the various billing/payable systems and incorporate the information into IFAS.
        ii. Generic Interface – this interface is expected to provide a generic starting interface that the various billing/payable systems can utilize for the creation of their data flat file.
    b. Program managers and Fiscal staff meet to develop and agree upon a scope of work. **FY 2003/2004**
        i. DPW Projects – completed
        ii. Pitney Bowes Postal Management – completed
        iii. Telephone Services Management – FY 2003
        iv. Microwave Services Management – FY 2004
        v. ISIF Claims Management – FY 2004
        vi. Group/Risk Management – FY 2004
    c. Provide scope to various software vendors and IFAS software vendors; obtain cost/s to develop necessary interfaces and software customizations. **FY 2003/2005**
        i. DPW Projects – completed
        ii. Pitney Bowes Postal Management – completed
        iii. Telephone Services Management – FY 2003
        iv. Microwave Services Management – FY 2004
        v. ISIF Claims Management – FY 2005
        vi. Group/Risk Management – FY2005
    d. Establish timelines for vendors to complete interfaces and customizations. **Based on c. above**
        i. DPW Projects – FY 2003

ii. Pitney Bowes – FY 2004

e. Implement and test feed from various program databases to IFAS for monthly interagency billings and payables. **Based on d. above**
   i. DPW Projects – FY 2003

f. Update procedures to reflect successful implementation of integration within each program and fiscal. **Based on e. above**
   i. DPW Projects – FY 2003

HUMAN RESOURCES

GOAL: POPULATE AND IMPLEMENT THE PEOPLETRAK HR PROGRAM TO PROVIDE A MINIMUM OF HUMAN RESOURCE DATA MANAGEMENT. INVESTIGATE AND DEVELOP SECURITY, WHERE POSSIBLE, FOR DIRECT ACCESS TO THE PEOPLE TRACK DATABASE BY SUPERVISORS AND ADMINISTRATORS

STRATEGIES: Populate the PeopleTrak database program via download from the State Controller's Office and the Division of Human Resources as well as direct key-in of missing data that can only be found in our Personnel Files. Fully investigate the possible access of the database by supervisors and Administrators to their own employees while ensuring the integrity and security of the program and database. If access is possible, train supervisors and Administrators on accessing the data, report generation, and other benefits of the program.

BENEFITS:

- Increased efficiency of Human Resources by reducing the time spent in updating numerous files.
- Will improve reliability of data and information.
- Will provide immediate information to supervisors and administrators.

DISCUSSION: Currently, all Human Resource information is stored by the State Controller's Office, the Division of Human Resource Management, or in over twenty-three Excel spreadsheets developed and maintained in-house. While PeopleTrak is not the ideal HRIS (Human Resources Information System), it will provide a minimum of database management eliminating the need to update numerous spreadsheets whenever a personnel action occurs. It will also enable HR to provide more reliable and accurate reports utilizing the report generation function.

SUMMARY: Implementation of an HR system will improve the accuracy of HR related data, reduce redundancy and error rates, and possible enable supervisors and administrators the ability to look-up needed information and generate their own needed HR related reports on their staff.

OBJECTIVE · STRATEGIES · TIMELINES

1. Implement, populate and maintain the HR PeopleTrak program.
    a. Populate the People Track database via downloads and direct key-in of data. **Completed**
    b. Provide access to supervisors and administrators while ensuring program/data integrity and security. **Need to resolve software related security issues before deployment to all supervisors and administrators can be accomplished**
    c. Train supervisors and administrators on the use of PeopleTrak and report generation (if security issues have been satisfactorily addressed). **Based on b. above**

INDUSTRIAL SPECIAL INDEMNITY FUND

GOAL: TO PROVIDE FOR EXPANDED CAPABILITIES OF INDUSTRIAL SPECIAL INDEMNITY FUND CLAIMS MANAGEMENT SOFTWARE

STRATEGIES: Establish direct interface between ISIF Claims Management software and IFAS for payments. Expand ISIF Claims Management software to allow for scanned material to be held in individual claims i.e. Complaint, Notice of Intent IME's, depositions. Ensure adequate hardware support for the ISIF Claim Management software. Create backup copy of ISIF's Claims Management software application in the event of catastrophic loss. Currently the programmer responsible for the creation of the ISIF Claims Management System is the only one in possession of the ISIF software. The programmer must provide copies of all software and documentation required to support the ISIF application to ISIF before backup copies can be created.

BENEFITS:

- Will reduce costs and errors associated with current double entry payment processes.
- Will ensure accurate claims cost reporting and record information.
- Will ensure server support adequate to maintain usability of the software.
- Will reduce long term physical storage needs of claim files post-closure.

DISCUSSION: Existing bill payment process requires ISIF to create payment request in IFAS; batch and print the payment request; confirm the payment through the downloads and re-enter payment data into the individual claims. With an interface between IFAS and the individual claim file payments would directly download into the individual claim eliminating double entry and ensuring accuracy of payment data in individual claim files. The ISIF is statutorily obligated to report financial claims information to the Industrial Commission and State Treasurer's Office. In addition, imaged information held in individual claim files would allow for the destruction of physical claim files upon closure that currently are kept forever in permanent storage.

SUMMARY: Implementation of an interface between IFAS and ISIF Claims Management software will maximize the effectiveness and efficiency of DIMS and ISIF staff in the bill payment process. Expanding functional capabilities of ISIF Claims Management software to include imaged documents will enhance the comprehensiveness of individual claim information and lessen the need for the maintenance and cost of long-term storage of physical files.

OBJECTIVE · STRATEGIES · TIMELINES

1. To provide for expanded capabilities of ISIF Claims Management software.
    a. Establish direct interface between ISIF Claims Management software and IFAS for Payments. **Tabled until funding becomes available**
    b. Expand ISIF Claims Management software to allow for scanned material to be held in individual claims. **In review of the storage capacities required to electronically store scanned images, the time it takes to scan documents, and the benefits received by electronic storage it was determined that the benefits were not greater than the costs**
    c. Ensure adequate hardware support for the ISIF Claims Management software. **Ongoing with the Department's PC leasing Program**

d. Contact ISIF Claims Management Application Programmer to provide ISIF copies of all software required to support the ISIF Claims Management System. **Completed**
e. Programmer to provide ISIF copies of Source Code for the ISIF Claims Management System. **Completed – received all that the programmer indicated he had available**
f. Programmer to provide ISIF documentation of ISIF Claims Management System; to include but not limited to PC configurations and executables; Server Data, configurations, executables: sufficient instructions to recover the ISIF system in the event of a catastrophic loss. **Completed – received all that the programmer indicated he had available**
g. Create backup copy of ISIF's Claims Management software for storage off-site. **Completed**

OFFICE OF INSURANCE MANAGEMENT

GOAL: IMPLEMENT ONLINE ENROLLMENT PROGRAM WHICH WILL BE FULLY INTEGRATED WITH ALL MEDICAL / DENTAL / IBHP CARRIERS, AND TO PROVIDE ACCESS TO AGENCIES/EMPLOYEES FOR ENROLLMENT IN GROUP INSURANCE PLANS

STRATEGIES: Assist Blue Shield with the installation of the online enrollment system that They are developing. Run a 'pilot' of the new program with ITD, BSU, DEQ and Admin to assure that there are no glitches in the program. Implement for all state agencies in time for FY2003 Open Enrollment period.

BENEFITS:

- Minimizes paperwork for both agencies and OIM.
- Provides carriers the capability for faster set-up and maintenance of Member Files.
- Will speed up the issuance of employee/member ID cards.

OBJECTIVE · STRATEGIES · TIMELINES

1. Implement Online Enrollment program.
    a. Assist Blue Shield with installation. **Completed**
    b. Run 'Pilot' with ITD, BSU, DEQ, and Admin. **Completed**
    c. Fully implement in time for FY2003 open enrollment. **Completed**
    d. Assess need to build a state owned on-line insurance enrollment application that would interface with the state's insurance providers, if feasible create a strategic plan goal and project profile. **FY 2004**

GOAL: TO IMPLEMENT A FULLY INTEGRATED POLICY MANAGEMENT SYSTEM THAT WILL ALLOW AGENCIES TO SCHEDULE ITEMS TO BE INSURED; AUTOMATICALLY ALLOCATE ANNUAL PREMIUM BY COVERAGE; AND PROVIDE FOR ISSUANCE AND TRACKING OF CERTIFICATES OF INSURANCE/PROOF OF FINANCIAL RESPONSIBILITY UPON AGENCY REQUEST

STRATEGIES: Establish a secure access for Agencies. Continue to work with internal IT and programmers to complete development of policy management programs for each line of coverage. Continue to assist programmers and internal IT on development of online agency access to insurance schedule databases for addition, change and deletion of items they want on coverage. Assist programmers with development and refining of automated premium allocation system utilizing scheduling databases. Integrate with IFAS System for billing purposes.

BENEFITS:

- Increased efficiency in collection and update of insurance scheduling data from agencies.
- Will reduce costs associated with paper systems of duplication, and re-entering data into computer systems.
- Will allow direct inputs to OIM insurance schedules and successor systems.
- Will improve reliability and timeliness of data stored in management systems.
- Increased efficiency in calculation and billing of Annual Premiums.

OBJECTIVE · STRATEGIES · TIMELINES

1. Implement a fully Integrated Policy Management System.
    a. Establish level of Secure Access needed. **Completed**
    b. Work with Internal IT and Programmers to complete policy management programs for each line of coverage. **3rd Qtr 2003**
    c. Development of On-line Agency Access to D. Insurance Schedule Databases. **4th Qtr 2003**
    d. Develop interface with Claims system that will provide the capability for lookup of insured items, and loss runs for premium allocation. **4th Qtr 2003/1st Qtr 2004**
    e. Development and refining of Automated Premium Allocation System. **4th Qtr 2003/1st Qtr 2004**
    f. Integrate with IFAS System. **Fiscal Year 2005**

GOAL: TO MODIFY THE EXISTING RISK CLAIMS SYSTEM TO INCORPORATE NEEDED CHANGES IN ADJUDICATION AND REPORTING MODULES; ALLOW AGENCY ONLINE ACCESS FOR REVIEW OF ITS CLAIMS DATA; AND TO PROVIDE AGENCY ACCESS TO AD HOC REPORTING CAPABILITIES FOR GENERATING ITS OWN UNIQUE REPORTS

STRATEGIES: Establish a secure access for agencies. Work with internal claims/loss control staff to identify specific report modifications. Work with internal IT staff and programmers to accomplish any necessary program changes/modifications to current report capabilities. Work with internal staff, IT, and DMS to identify specific data those agencies can access and desired system controls, i.e. read only restriction. Work with internal staff, IT and programmers to define specific data and screens to allow agency access for ad hoc reporting capabilities. Develop a training program to instruct agencies on how to access their claims data and run ad hoc reports.

BENEFITS:

- Online access will allow agencies to review their claims activity on an as need basis.
- Will allow agencies to generate their own reports based on their claims data for information gathering and loss control planning purposes.

OBJECTIVE · STRATEGIES · TIMELINES

1. Modify the existing Risk Claims System.
    a. Establish level of Secure Access needed. **3rd Qtr 2003**
    b. Identify specific report modifications. **3rd Qtr 2003**
    c. Work with Internal IT and Programmers to make necessary program changes/modifications. **3rd Qtr 2003**
    d. Identify specific data agencies can access. **4th Qtr 2003**
    e. Define Data and Screens for agency report access. **4th Qtr 2003**
    f. Develop agency training. **1st Qtr 2004**
    g. Integrate with IFAS system. **FY 2005**

DIVISION OF PUBLIC WORKS

GOAL: IMPROVE SECURITY IN THE CAPITOL MALL AREA

STRATEGIES: Update video camera coverage in the statehouse and update monitoring systems. Provide for a means of electronic/automated facility access after hours and to secure non-public areas by means of an identification (ID) system and install locking and sensor equipment (system to expand throughout Capitol Mall area in the future). Initiate ID system and distribute to employees.

BENEFITS:

- Increased security of capitol mall facilities and personnel
- Increased flexibility of access control
- Auto documentation of access and visual records of events

DISCUSSION: In support of a reasonable level of physical security for capitol mall personnel, facilities, equipment and systems an electronic access control system for the statehouse and an improved facility monitoring system is required.

TECHNICAL: Additional and new equipment and systems will require personnel training and technical support to implement and maintain. Contractor equipment acquisition and installation and periodic servicing required.

CENTRALIZATION: Will allow for improved, flexible monitoring of Mall facilities from a central control point, as well as the ability to control building access fro a single point. Examples are:
Capitol building
Capitol Mall offices and facilities
Parking structure access and monitoring
Parking and adjacent street/sidewalk/grounds areas

SUMMARY: An updated electronic access control and monitoring system for the Capitol Mall Facilities is required to improve physical security of facilities and personnel at the Capitol Mall area.

OBJECTIVE · STRATEGIES · TIMELINES

1. Improve statehouse security through increased surveillance.
    a. Update cameras and camera coverage in statehouse. **Completed**
2. Improve Capitol area monitoring.
    a. Update video monitoring systems and recording devices. **Funding to complete this objective is included in the Capitol Budget Request for FY 2004**
3. Improve access control and personnel access to Capitol areas.
    a. Initiate ID system with corresponding database) and install access control system on statehouse. **Completed**
    b. Implement the access control system to the other state office buildings within the Capitol Mall. *Engineering for this system has been completed and will be presented at the building fund meeting scheduled for January 7, 2003. This project will then be placed on hold until funding becomes available to complete the project.* **On hold**

GOAL: ADAPT EXISTING PROJECT MANAGEMENT SYSTEMS TO IMPROVE ACCESSIBILITY BY AGENCY AND ADMINISTRATION MANAGEMENT TEAM TO IMPROVE IT'S FUNCTIONALITY TO COLLECT DATA AND MANAGE THE PROCESS OF DISSEMINATING THE DATA TO USERS; AUTOMATE THE INPUT AND REPORTING FUNCTIONALITY FOR PROJECT MANAGERS AND PROVIDE FOR REAL-TIME DATA REPORTS TO AGENCY AND ADMINISTRATION MANAGEMENT PERSONNEL

STRATEGIES: Review existing system and currently available, commercial systems. Review needs and process. Test candidate systems for functionality with existing program. Evaluate ability to migrate current project data to new system.

BENEFITS:

- Should improve project management ability by providing real-time direct information to all system users: Agency, Management, and Project Managers (PM's). This will reduce overall costs and improve response times.

DISCUSSION: Industry currently has large percentage of project management thru automated systems. Developing or adapting a compatible system to the industry standards will allow for minimal costs to the external users; provide for a standard format for reporting and collecting information on current projects and will have the data collected for eventual archiving.

TECHNICAL: System database and web server support required. User training and system / user periodic updating required.

CENTRALIZATION: Would centralize the data storage into one location and would allow input from a variety of sources. Such as: Direct field reports, Automated passing of contract change proposals and approvals, Data collection for permanent records and archiving, Automated dissemination of information in a real-time method, Different functional areas would have customized data reporting for their area.

SUMMARY: A necessary management system upgrade to the data collection / project management function and system.

OBJECTIVE · STRATEGIES · TIMELINES

1. Adapt existing project management systems to improve accessibility by agency and administration management teams; improve it's functionality to collect data and manage the process of disseminating the data to users; automate the input and reporting functionality for direct input by field reps and project managers and provide for real-time data reports to agency and administration management personnel.
    a. Review existing system and currently available, commercial systems. **Completed**
    b. Review needs and process. **Ongoing**
    c. Test candidate systems for functionality with existing program. **Completed**
    d. Develop new system in which to migrate existing data. **2nd Qtr 2003**
    e. Test and evaluate data integrity and functionality of new system. **3rd Qtr 2003**

GOAL: CREATE A FACILITIES ELECTRONIC PROCUREMENT (E-BIDDING) SYSTEM AND OFFER DRAWINGS AND BID PACKAGES ONLINE

STRATEGIES: Evaluate systems that are currently in use by similar organizations. Evaluate systems that are offered by commercial vendors, capitalizing and leveraging with other agencies such as Purchasing where possible. Test various candidates in a trial program. Adapt a system and process.

BENEFITS:

- This new bidding system would also be integrated into other state databases in order to eliminate errors in bid preparation.
- The system would provide a convenience to bidders, Architects and Engineers (A&E's) and DPW in that multiple copies normally made and distributed to Plan Houses would not be needed.
- Access from anywhere would be available so that the widest possible availability of documents/plans could be achieved.

DISCUSSION: The industry is moving strongly in the direction of online activity. This would allow the greatest reach of our projects for the widest consideration of potential bidders and contractors.

TECHNICAL: Additional server space might be needed depending on the number and duration of advertisements.

CENTRALIZATION: Can be centralized either to existing facilities of Admin/IT servers or new server could be installed in DPW.

SUMMARY: This will move the procurement of facilities and construction into the online era and maximize the reach of our projects' advertisement and availability while minimizing the cost to the taxpayer for creating multiple copies of paper documents and the distribution of those documents.

OBJECTIVE · STRATEGIES · TIMELINES

1. Create a facilities electronic procurement (E-bidding) system and offer drawings and bid packages online.
    a. Evaluate systems that are currently in use by similar organizations. **Completed**
    b. Evaluate systems that are offered by commercial vendors, capitalizing and leveraging with other Agencies such as Purchasing where possible. **Completed**
    c. Test various candidates in a trial program. **Postponed due to funding constraints and economic down-turn**
    d. Adapt a system and process. **Postponed until economic climate improves and facility construction projects increase**

GOAL: PROVIDE FOR SEAMLESS ACCESS BY REMOTE DPW EMPLOYEES TO INTERNAL MANAGEMENT SYSTEMS

STRATEGIES: Establish a Virtual Private Network (VPN) or other secure access for remote sites.

BENEFITS:

- Will reduce costs associated with paper systems of duplication, and reentering data into computer systems. Will allow direct inputs to DPW projects and its successor systems.

DISCUSSION: Existing remote users have Internet and web-based email access. There is no direct access to DPW projects or network drives/systems. Providing this access will reduce duplicate manpower required to enter data collected by remote sites into management systems and stored on internally networked drives.

CENTRALIZATION: Will centralize storage and management system information into systems located in Boise.
Examples are: Field reports into DPW Projects or its Successor
Centrally archived digital photos collected by field reps with their reports
Single point of training on systems
Single input of data
Timeliness of data in management systems

SUMMARY: Improved remote access by permanently assigned individuals will help management systems data collection and feedback processes. It will reduce manpower associated with re-inputting data that is obtained by field personnel, input in to their remote systems, transmitted to Boise and then re-input to the data management systems.

OBJECTIVE · STRATEGIES · TIMELINES

1. Provide for seamless access by remote DPW employees to internal management systems.
    a. Establish a Virtual Private Network (VPN) or other secure access for remote sites. **Fiscal 2003**
    b. Ensure access to Division of Public Works (DPW) Projects (a database project management system), GroupWise and other network resources used by DPW staff. **Fiscal 2003**
    c. Review bandwidth needs periodically to ensure required capabilities. **On-going**

DIVISION OF PURCHASING

GOAL: DESIGN AND IMPLEMENT WEB-BASED INVENTORY SYSTEM FOR RECORDS STORED AT THE STATE RECORD CENTER

STRATEGIES: Implement an electronic inventory control system for stored records. Provide real time activity reports for stored records. Provide a web-based solution to stored record information. Create and propose funding for an Electronic Data Warehouse including Record Management Application software (RMA) from a grant request through NHRPC

BENEFITS:

- Accurate inventory of stored records.
- Timely Reports of records due for disposal.
- Streamline charge back reports using inventory data.
- State of the art Electronic Record Management system.

DISCUSSION: At present, the State Record Center stores over 35,000 boxes of inactive Business records for various state agencies. The contents of these boxes can range from numerous individual files to bound reports and documents. Once the records are placed into our storage facility, we become the caretaker until such time as the records can be disposed. The disposal (retention) period varies with each box.

The Record Center charges storage and access fees for all records it stores. The storage fee is based on a monthly charge and access fees are based on each request for information from the content of the boxes. Compilation of this information is extremely labor intensive and subject to error because of staff changes and/or heavy workload.

Currently, all inventory management and charges are performed manually at the end of each month. The goal is to computerize pertinent information as each box comes into our facility, track access and disposal data, and provide monthly charges for the storage and activity of each box. Further reports include periodic lists of boxes due for disposal, and on-line queries of agency information regarding their individual records.

With Records being created electronically and even more hard copy documents are being transferred to the Record Center. The need for a more accurate system will be addressed in the future grant proposal through NHPRC

TECHNICAL: Implement a database solution utilizing web-based data entry form(s) and reports for all records stored at the State Record Center. Database population to be originated and maintained by SRC staff. To purchase through a grant fund: Records Management Application Software and hardware.

SUMMARY: The current inventory control system for records stored at the State Record Center is totally manual. The manual system is more vulnerable to error and backlog than a computer based inventory system. Add to that the amount of staff resources required to maintain a manual system, and the creation of a web-based inventory system is the right way to proceed for this operation.

Once an electronic system is operable, real time information will be immediately available in such queries as records due for disposal, retrieval and return information for stored records, and accurate reports (by agency) of all boxes stored in the Center.

OBJECTIVE · STRATEGIES · TIMELINES

1. Create and Propose Application for funding to NHPRC.
    a. Draft for the NHPRC grant to SHRAB for review. **4th Qtr 2003**
    b. NHPRC grant to be submitted by **June of 2003**
    c. NHPRC decision by **November of 2003**
    d. Issue an ITB or RFP for Records Management Application Software. **Based on NHPRC grant approval**
2. Implement an off-the-shelf solution or create in-house an inventory control system for stored records, which provide real time activity and charge, back reports.
    a. Implement Create database structure and web-based data entry forms. **Fiscal Year 2004/2005**
    b. Populate database. **Fiscal Year 2004**
    c. Generate reports from data collected. **Ongoing after 2004/2005**
3. Automatic integration of billing information into IFAS.
    a. Conduct a review to determine if the information contained within this web-based system can electronically be sent to IFAS for billing purposes. This review will determine feasibility, and whether there will be a need for an automated process. **Fiscal Year 2004/2005**
    b. If warranted a project would be created to automate the process of incorporating Copy/Records billing information into the IFAS system. **Based on item a. above**

GOAL: IMPLEMENT STARS INTERFACE MODULE INTO EXISTING ELECTRONIC PURCHASING SYSTEM

STRATEGIES: Create automatic encumbering of agency funds at time of purchase. Create tracking mechanism for dollars obligated.

BENEFITS:

- Increased efficiency of state government purchasing.
- Centralized data collection for obligated funds.
- Streamline vendor payments via STARS interface.

DISCUSSION: This module will allow agencies to streamline their vendor payments for all Items purchased through the electronic purchasing system. Once an agency places an order through the system, the funds are encumbered in STARS via daily data download from the purchasing system. When the individual order is received and payment approved by the agency, payment information is already applied.

TECHNICAL: The ASP provider of the electronic purchasing system will provide technical support. Minimal impact is expected to Internet traffic.

SUMMARY: Implementation of the STARS interface will allow real time tracking of agency spending and fund encumbrance. The intent of this interface is to provide daily downloads of transactions of the electronic purchasing system into STARS for statewide accounting needs.

OBJECTIVE · STRATEGIES · TIMELINES

1. Create automatic encumbering and tracking of agency funds at time of purchase. Sicomm the vendor providing the Electronic Purchasing system will be working with the State Controller's Office to develop an interface between STARS and the e-purchasing software.
    a. Develop interface mechanism with STARS and e-purchasing software. **Fiscal year 2003**
        i. Financial integration between InetPurchasing (Catalog) and SCO. **Completed and in testing phase as of January 2003**
        ii. Integration between SiCommNet BASEC (bid/response) and SCO has not been started. The BASEC system does not have a receiving function and no way to trigger payment processing at this time. Original plan was to move BASEC documents into the catalog where they could be received and payment triggered. **This option has not been discussed with the contractor, as we are awaiting full integration of the catalog side first.**
    b. Establish and maintain production status of interface. **Ongoing after 2003**

GLOSSARY

GLOSSARY

Architects and Engineers (A&E): As pertains to the Division of Public Works

Application Service Provider (ASP): This is a company that provides remote access to applications, typically over the Internet. ASPs are used when an organization finds it more cost effective to have someone else host their applications than to do it themselves.

Asynchronous Transfer Mode (ATM): A networking protocol designed to move data with high reliability and speed.

Broadband: An Internet connection that allows for higher transfer speeds, most often applied to a cable modem, DSL, satellite, and wireless Internet access.

Capitol Mall Fiber Optic Network of Idaho (CMFONI): The underground fiber optic network that is used to connect the state government office buildings in and around the State Capitol area (Mall) in Boise, ID.

Certificate Authority (CA): A trusted third party organization or company that issues digital certificates and guarantees that the holder of the digital certificate is who they say they are.

Computer Security Incident Response Team (CSIRT): A team of qualified security and information technology professionals, providing constituency support to responding to computer security incidents.

Department of Administration (DoA): The central administrative agency of state government dedicated to providing quality, cost effective, administrative, and technical support services to state agencies. The DoA is comprised of the following organizations:

> Division of Information Technology and Communications Services, Division of Internal Management Systems, Division of Public Works, Division of Purchasing, Office of Administrative Rules, Office of Insurance Management, and the Industrial Special Indemnity Fund and the Information Technology Resource Management Council Staff.

Digital Certificate: An electronic "certified" document, issued by a certificate authority, that establishes a user's credentials when doing business or other transactions on the Internet.

Digital Subscriber Line (DSL): A technology, which enables high-speed transmission of digital data over regular phone lines. DSL is much faster than a regular modem connection while using the same copper wires used for regular phone service.

Division of Information Technology and Communications Services (DITCS): The technology management division within the Department of Administration dedicated to provide the State of Idaho's network computing connectivity, microwave and public safety radio, Telephone, and video conferencing services.

Division of Internal Management Systems (DIMS): A division within the Department of Administration providing business management, human resources, insurance management, and facilities management services through the Office of Administrative Rules, Office of Insurance Management, and the Industrial Special Indemnity Fund.

Domain Name Service (DNS): A network service that maps network (i.e. TCP/IP) addresses to more easily remembered domain names (i.e. www.state.id.us).

Dynamic Host Control Protocol (DHCP): A method of automatically assigning a network (i.e. TCP/IP) address to a computer.

Division of Public Works (DPW): A division within the Department of Administration providing statewide design and construction services, statewide facility services, property management services, and security services.

e-Commerce: The use of computers and electronic communications in business transactions, to include the use of electronic data interchange (EDI), electronic money exchange, Internet advertising, websites, online databases, computer networks, and point-of-sale (POS) computer systems.

e-Government: The continuous optimization of service delivery, constituency participation and governance by transforming internal and external relationships with the government through technology, the Internet and new media. E-Government focuses on optimizing the relationships between Government to Citizen, Government to Employee, Government to Business, and Government to Government.

Electronic Mail Gateway: A system that makes a connection between two or more electronic mail systems in order to transfer messages, and to translate between dissimilar systems.

Extranet: A restricted private network that uses the public telecommunication system to securely share part of a business's information or operations with suppliers, vendors, partners, customers, or other businesses. An extranet can be viewed as part of a company's Intranet that is extended to users outside the company.

Firewall: A security tool that stands between a private network and an untrusted network (e.g. the Internet) and acts as a filter that prevents unwanted traffic from passing in either direction.

Electronic Mail Gateway: A system that makes a connection between two or more electronic mail systems in order to transfer messages, and to translate between dissimilar systems.

Integrated Financial Accounting System (IFAS): The Department of Administration's internal financial management system.

Information Technology Resource Management Council (ITRMC): A state-level council which reviews and evaluates the information technology and telecommunications systems

presently in use by state agencies, recommends and establishes statewide policies, and prepares statewide short and long-range IT and Telecommunications Plans.

Internet: The worldwide information highway backbone used to interconnect thousands of computer networks.

Intranet: A private network inside a company or organization that is only for internal use.

Intrusion Detection System (IDS): A system used to detect a computer attack in progress, diagnose the attacker's method of entry, record the network traffic, and take appropriate action to prevent the attack from continuing.

Idaho Paperless Online Personnel/Payroll Systems (IPOPS): A statewide personnel and payroll system implemented by the State's Controllers Office.

Industrial Special Indemnity Fund (ISIF): A division within the Department of Administration that administers benefits and provides claims adjudication for total and permanent disability as a result of a public or private employee suffering a "second injury" in the workplace.

Lightweight Directory Application Protocol (LDAP): A client/server protocol used to access and search data directories stored in a specific format.

Local area network (LAN): A computer network limited to an immediate area, usually the same building or floor of a building.

Microsoft-Structure Query Language (MS-SQL): A type of relational database, developed by Microsoft Corporation, used to store and access large quantities of data quickly and reliably.

Office of Insurance Management (OIM): A division within the Department of Administration that provides property and casualty insurance, manages settlements of self-insured claims, and provides risk assessments.

Protocol: A set of rules or standards designed to ensure computers can exchange information with a minimum amount of errors.

Proxy: The use of a computer or device to make requests in place of another system over a network; often used as an Internet security tool to hide an internal network and control connections between the internal network and an external network, usually the Internet.

Redundant Array of Inexpensive Drives (RAID): A method of disk drive technology to combine several component hard drives to be used as a single drive, to increase access speed and provide redundancy if one of the component drives fails.

Remote Access Server (RAS): A system that offers remote access to a network, typically over a phone line.

Request for Proposal (RFP): A formal document requesting bid submissions for hardware, Software, and/or information technology services.

Secure Access to Applications and Data workgroup (SATAD): A workgroup created by the ITRMC to evaluate PKI and digital certificate solutions for statewide implementation.

Statewide Accounting and Reporting System (STARS): A statewide accounting and reporting system implemented by the State's Controllers Office.

Storage Area Network (SAN): A high-speed special-purpose network that interconnects different kinds of data storage devices with an associated data server on behalf of a larger network of users.

TCP/IP: Network protocols developed to enable communication between different types of computers and computer networks; also, the standard protocols used on the Internet.

Virtual Private Network (VPN): A private data network that traditionally makes use of the public telecommunication infrastructure, maintain privacy through the use of authorization, Authentication, and encryption.

Virus: A computer program that infects a computer by attaching itself to another program, and propagating itself when that program is executed.

Voice over IP (VoIP): The practice of passing voice traffic from phone to phone across a data network (e.g. LAN, WAN, Internet) instead of across the standard public switched telephone network.

Wide Area Network (WAN): A public or private network, which covers long distances and interconnects multiples LANs at different locations.